

Communicating without Authority

Conveying Your Message with Credibility, Competence and Confidence

Communicating without authority is challenging under the best of circumstances, but it is especially critical in these unprecedented times.

This engaging online program provides strategies and skills that anyone with limited authority can use to communicate to people at all levels with competence and credibility. You will learn and practice proven methods for conveying both routine and sensitive messages clearly and confidently when working remotely, communicating virtually or interacting in person.

Online Program Format

Each day of the program includes two facilitator-led online sessions in real time, lasting about 3.5 hours (including breaks) per day. The sessions are highly interactive, enabling you to network with peers, brainstorm ideas, practice new skills in virtual breakout rooms, receive constructive feedback, watch instructional videos and create personalized action plans you can implement immediately after the program.

In addition, you will have access to self-directed readings, templates, checklists and assessments you can review at any time.

Takeaways

- Develop a more constructive mindset and behaviours when you are working from a position of limited authority
- Become more efficient and effective when planning and delivering your message upwards or laterally
- Acquire a new toolkit of skills for informing and persuading others assertively and diplomatically
- Explore internal and external communication obstacles and apply methods to overcome them
- Engage others quickly and with maximum impact
- Acquire buy-in and support from individuals and groups at all levels
- Enhance your personal power, credibility and confidence when addressing others, despite your lack of authority

Audience

Anyone with limited authority over others who seeks to enhance their communication effectiveness. Business, technical and support professionals, team leads, coordinators, supervisors and junior to mid-level managers in particular will benefit from attending.

Program Content

Day One

Module 1: Communicating Upwards with Confidence

Objectives

- Identify self-defeating obstacles to communicating upwards
- Uncover what motivates people with more authority to give you their respect and commitment
- Engage decision makers to support and approve your requests

Real-time online session

- Identify your self-defeating obstacles when communicating upwards
- Tips for how to engage people with more authority to respect you and approve your requests
- Proven strategies for crafting messages efficiently and with impact when communicating upwards
- Practice a real-life conversation communicating upwards, and get valuable feedback from peers and your facilitator
- Create an action plan for enhancing your effectiveness when communicating upwards

Self-directed resources

- Pre-course self-assessment: your style when communicating upwards without authority—strengths and areas for development
- Supplemental readings, videos and websites about communicating upwards with impact

Module 2: Communicating Laterally with Assertiveness and Tact

Objectives

- Craft and deliver routine messages about requirements, policies and procedures with optimal clarity and assertiveness
- Convey sensitive messages to team members, the public and other business partners with empathy and tact

Real-time online session

- Network and share: what are key challenges when communicating message to people who have equal authority?
- Strategies for becoming more assertive when communicating laterally
- Guidelines for editing your message to make it more assertive when communicating to team members you have no authority over
- Practice planning and delivering assertive messaging and receive constructive feedback
- Strategies for how to be more diplomatic while still being authentic
- Practice planning and delivering messages to make them more tactful, yet also sincere
- Create an action plan for balancing assertiveness with tact in your message planning and delivery

Self-directed resources

- Evaluating your assertiveness when communicating laterally and tips for improvement
- Guidelines for how to be more diplomatic when communicating laterally
- Supplemental readings, videos, and websites on communicating laterally

Day Two

Module 3: Communicating Clearly to Inform

Objectives

- Determine what is and is not relevant when informing others
- Learn and practice the WSN technique for informing others with clarity and tact

Real-time online session

- The most common challenges people without authority experience when informing others
- Guidelines for informing others with impact
- The WSN Technique for communicating to inform when one has limited or no authority over others
- Practice a real-life conversation informing someone you have no authority over, and hear constructive feedback from your peers and the facilitator
- Create a practical action plan for crafting and delivering informative messages with more clarity and impact

Self-directed resources

- Checklist: how effective are you at informing others?
- Planning template and examples for communicating to inform
- Supplemental readings, videos, and websites about communicating to inform with impact when one does not have authority

Module 4: Communicating Persuasively to Influence

Objectives

- Distinguish between “informative” and “persuasive” messaging in terms of intent and content
- Learn and practice the ROBA technique for influencing others with credibility and impact

Real-time online session

- The essential components of an effective message to persuade when you do not have authority
- Giving your message persuasion appeal: using the ROBA technique
- Crafting and delivering a persuasive message using ROBA in a real-life conversation, receiving constructive feedback from your facilitator and peers
- Create an action plan for communicating more persuasively for buy-in, commitment and action from others you do not have authority over

Self-directed resources

- Planning template for crafting and delivering a persuasive conversation without authority
- Assessing your persuasion power: guidelines for success
- Supplemental readings, videos, and websites about crafting and delivering messages to persuade when one does not have authority over others

Program Leader

Dr. Gail Levitt is President of Levitt Communications Inc. An influential leadership expert and author, she coaches individual and teams to enhance their productivity for peak performance. Acclaimed for her energetic, intuitive and motivating teaching style, she has taught and written extensively on issues pertaining to leadership, team development, communication, business writing and creative problem solving. Her diverse clients include TD Bank, SNC-Lavalin, Home Depot, and numerous public sector agencies.

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