

# Getting Things Done – Successful Management Across Functional Lines

**The Challenge:** People who work across functional lines have to manage conflicts. It depends on their successful management, whether their favourite ideas become realized or not. Nobody is delighted being forced to give up his very favourite targets. Sticking to them, however, might be difficult when you have no competence of giving advice or orders and no possibility of getting it done by a superior's order.

**Targets:** Participants learn how to get influence on colleagues in different situations. They are able to reflect their own ways of taking influence. They experience new ways of taking influence.

## 0. Introduction

1. My job at xy - the participants introduce themselves
2. My personal reason for taking part
3. Winning desires

## II. Communication is different from information - Personal effectiveness

1. Essentials about communication
2. Communication skills

## III. Ways of getting things done

1. Argumentation by facts  
People get aware of arguments by their very own point of view (The ladder of interference by Chris Argyris a.o.)  
Other ways to convince people  
Case-studies with (video-)feedback
2. Being friendly  
Elements of friendliness  
The internal habit as a presupposition of authenticity and empathy  
Case-studies with (video-)feedback

3. Being decisive
  - Constituents
  - How to show decision - the part of language
  - Case-studies with (video-)feedback
4. Building coalitions and bargaining
  - Targets of bargaining: winner/winner, winner/loser, to compromise
  - Changing opinion into interest - achieving winner/winner-solutions
  - Building coalitions and bargaining in relation to argumentation by facts
  - Coalitions and majorities
  - Case-studies with (video-)feedback
5. Referring to authorities and compulsory measures
  - Democratic procedures in companies and taking influence by authority

### III. Getting things done in different situations

1. concerning persons
  - About roles
  - How to manage a superior
  - How to manage colleagues
  - The young generation and older people
  - Colleagues and customers
2. concerning situations
  - Working in groups: Video „The Meeting“
  - Management of good relations
  - The areas of „Dialektik“
  - Establishing the new - motives for conserving old structures
  - Periods of emotion during the process of change
  - Bonding and how to handle it
  - Case-studies with (video-)feedback

### IV. Reflections

- Personal experiences
- Consequences

**Duration:** 2 days

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