

European School of Administration.
Management training programme: The Influential Leader

You will shortly be participating in the EUSA management training programme: ***The Influential Leader***.

This programme is one of a cluster of training programmes related to the theme "Managing my environment". The objective of this cluster of programmes is to support managers of the EU institutions who are faced with high levels of complexity and rapid change, achieve results and make a positive impact for their stakeholders.

The full training programme comprises:

- private study and reflection (see below)
- a one-day workshop
- individual advice and support (optional)

In order to take full advantage of the module, it is vital that you come with a **current or upcoming challenging professional situation** that you will have to deal with in your role as a manager and where securing the engagement of others will be important.

Before the course, please could you:

- read Section 1 of the eBook – Making sense of my environment
- undertake the Stakeholder Analysis for your own situation in Section 1.4
- complete the attached questionnaire and bring it with you to the workshop

In relation to the subject of the module (influencing others):

1. What specific complex situation / management challenge are you facing today / will you face tomorrow that will require the engagement of others?

2. What objective(s) or impact(s) you would like to achieve?

3. Who are the key people who you need to influence to achieve the impact?

4. What are your sources of power and influence with each of the stakeholders?