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COURSE BROCHURE

Influencing Without Authority in Matrix Organisations Training Course

18 – 22 January 2027
Munich

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Ref: 1456_54138 **Date:** 18 – 22 January 2027 **Location:** Munich **Fees:** 5600 GBP

Influencing Without Authority in Matrix Organisations is a 1-week training course for managers and senior professionals who must win support from colleagues they do not line-manage, and it produces a stakeholder influence plan for one key relationship. Dual reporting lines, shared targets and cross-functional projects mean most important decisions now need agreement from people outside one's own chain of command. Jupiter Prime Training offers this course on Influencing Without Authority in Matrix Organisations.

Why Influencing Without Authority in Matrix Organisations Matters Now

Three pressures shape the subject: matrix structures where a specialist answers to both a functional head and a project or regional lead, scarce shared resources that several managers compete for, and senior sponsors who expect initiatives to move without constant escalation. Managers who build credibility and trade value across boundaries get decisions made and resources released; those who rely on hierarchy stall and escalate. The course draws on the Cohen-Bradford currencies of exchange model, Robert Cialdini's principles of persuasion, the trust equation of credibility, reliability, intimacy and self-orientation, and stakeholder power-interest mapping.

Who Gains Most from Influencing Without Authority in Matrix Organisations

- Functional specialists who serve several business units with competing demands
- Project and initiative leads who depend on resources owned by other managers
- Shared-service managers in finance, HR or IT who must change behaviour across the business
- Regional or country managers who balance global functions and local priorities
- Senior professionals who chair cross-functional committees or working groups

A shared-services or project office team gains most when several members attend together and map their common stakeholders.

Influencing Without Authority in Matrix Organisations Capabilities

Participants learn to read where power really sits in a matrix and to earn agreement through credibility, exchange and timing rather than rank.

- Assess formal and informal power in a matrix using a decision-rights map — for choosing whom to approach first
- Build a power-interest grid and stance map for an initiative — for sponsors tracking support
- Apply the currencies of exchange to offer value colleagues care about — for peer managers in other functions
- Design persuasive messages using Cialdini's principles ethically — for committees and steering groups
- Communicate with vocal and physical presence in cross-functional meetings — for senior audiences
- Specify an escalation path that preserves relationships — for disputes between competing reporting lines

Key Influencing Without Authority in Matrix Organisations Terms

- Matrix Organisation — a structure where staff report to two or more managers, typically functional and project or regional.
- Decision Rights — the defined authority to make, approve or veto a particular decision.
- Currencies of Exchange — things colleagues value, such as information, recognition or support, that can be traded to gain cooperation.
- Power-Interest Grid — a tool placing stakeholders by their influence and concern to decide how to engage each.
- Trust Equation — a model where trust rises with credibility, reliability and intimacy and falls with self-orientation.
- Pre-Wiring — speaking to key stakeholders before a meeting so decisions are shaped in advance.

Influencing Without Authority in Matrix Organisations Day by Day

Day 1: Power in the Matrix

- Matrix Structure Types — Recognising Functional, Project and Regional Tensions
- Decision-Rights Mapping — Locating Who Approves, Vetoes and Advises
- Informal Network Analysis — Finding Connectors and Gatekeepers
- Case Contrasts From Pharmaceuticals and Telecoms — Comparing Matrix Conflicts
- Personal Influence Audit — Rating Current Reach Across Functions

Day 2: Credibility and Presence

- Trust Equation — Strengthening Credibility, Reliability and Intimacy
- Vocal Presence — Using Pace, Pitch and Pause to Command Attention
- Body Language in Meetings — Signalling Confidence Without Dominance
- Concise Framing — Stating a Position in Thirty Seconds
- Virtual Presence — Holding Influence on Video Calls

Day 3: Exchange and Alliances

- Currencies of Exchange — Identifying What Each Stakeholder Values
- Power-Interest Grid — Prioritising Engagement Effort
- Stance Mapping — Tracking Supporters, Neutrals and Blockers
- Alliance Building — Recruiting Advocates Across Reporting Lines
- Reciprocity Ledger — Keeping Exchanges Balanced Over Time

Day 4: Persuasion and Escalation

- Cialdini's Principles of Persuasion — Applying Influence Ethically
- Pre-Wiring Meetings — Shaping Decisions Before the Room
- Handling Competing Priorities — Negotiating Between Two Bosses
- Constructive Escalation Path — Raising Deadlocks Without Damage
- Resistance Diagnosis — Separating Technical, Political and Personal Objections

Day 5: Practising the Stakeholder Influence Plan

- Decision-Rights Review — Applying the Map to a Live Initiative
- Currency Offer Rehearsal — Making a Value Proposal to a Peer
- Committee Simulation — Pre-Wiring and Presenting to a Mock Steering Group
- Presence Feedback Round — Peer Scoring of Voice and Posture
- Final Stakeholder Influence Plan — Map, Currencies, Messages and Sequence

Applying Influencing Without Authority in Matrix Organisations After the Course

- Pre-wire the next cross-functional decision by meeting the two most influential stakeholders on the power-interest grid beforehand.
- Open a reciprocity ledger for one key peer relationship and make one currency offer within two weeks.

Influencing Without Authority in Matrix Organisations Questions FAQ

What is influencing without authority in matrix organisations and why does it matter now?

Influencing without authority in matrix organisations is the skill of gaining cooperation from colleagues across reporting lines you do not control. It matters now because more decisions depend on shared resources and dual reporting, where rank alone cannot move work forward.

Which roles gain most from influencing without authority in matrix organisations training?

Functional specialists, project leads, shared-service managers and regional managers gain most, in sectors from pharmaceuticals to telecoms.

How does influencing without authority in matrix organisations differ from an executive presence course?

It centres on cross-boundary exchange, decision rights and alliances in a matrix, while an executive presence course focuses mainly on a senior leader's personal authority before boards.

What do you bring back from influencing without authority in matrix organisations training?

You bring back an influence plan for one key stakeholder, with a decision-rights map, power-interest grid, currency offers and a meeting sequence ready to use.

Influencing Without Authority in Matrix Organisations: The Way Forward

The stakeholder influence plan sets out whom to approach, what to offer and in what order for one priority initiative. Its first decision is which stakeholder to pre-wire before the next committee. The participant shares it with their sponsor, and after the first decision cycle the stance map and currencies are worth updating.