Stanford Advanced Project Management Certificate

Managing Without Authority (XAPM214)

Sample Syllabus

Primary Instructors
Stephen Barley, John Boose, Gregg Warnick,

Reading the Context
What do you really need to know to get things done in an organization? Competing priorities, limited resources, and your place in the matrix conspire to undercut your formal authority. Stephen Barley will use the Frank Mason case study to map the dimensions of informal authority and to build tools project managers can use to improve their influence.

Principles of Influence
Influence principles focus on the long term—the actions you can take now to prevent or reduce problems in the future. These principles are powerful, but take time and consistent effort to employ. John Boose will show how these approaches work and help you find ways to apply them in your organization.

Building Credibility
Managing without authority requires building your credibility which is based on how others view your competence and trustworthiness. You'll learn to apply 13 specific behaviors that will help you strengthen your credibility within your organization.

Persuading Others
Managing without authority seems to require persuasion skills at every turn. This session introduces an effective model for persuasion that can enhance the skills of novices and experts alike.

Solving Problems
Savvy leaders know how to deal solve performance problems without creating defensiveness, even when others don't report to them. In this session, you'll gain powerful problem-resolution skills by working with case studies drawn from challenging work environments.

Building and Maintaining Networks
"Networking" is a popular concept, yet few of us think strategically about how to build and maintain our networks. This session exposes the truth behind common networking myths, and provides proven networking approaches you can immediately put to work to enhance your own networks.

Understanding Organizational Politics
Like it or not, politics are part of organizational life. In this segment, you'll learn how to diagnose both your own political skills and the political climate of your organization. You'll also develop skills in "positive politics" you can apply in your own work environment.

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Influencing Up
This session provides valuable tools and guidelines for working successfully with sponsors, senior stakeholders and even your boss.

Putting It All Together
Professor Barley will use the Elizabeth Best case study to show how to combine MWA strategies, tools and techniques to build influence and power in a complex political environment.