MODULE OVERVIEW

Leading people who don't report to you: Win their commitment

Adaptive module | ~20 min

Project-based and cross-functional work is now widespread, and three in four cross-functional teams fail on at least three of their five goals, according to Harvard Business Review. This module is for those who must win commitment without formal power, and also for line managers whose teams are asked to contribute. It provides three specific practices: context before the request, Cohen and Bradford's currencies, and the negotiated three-way agreement, spelled out and dated.

LEARNING OBJECTIVES

01 Distinguish compliance obtained through power from voluntary commitment, and build your legitimacy on mission, competence, and relationship.

02 Identify the currencies that matter to each person and to their manager before making a request.

03 Negotiate a three-way agreement with the team member and their line manager, and state it with a date and mutual commitments.

04 Make the agreement last by keeping your promises, making contributions visible, and addressing disengagement early.

WHO IT'S FOR

Project managers, points of contact, coordinators, and managers whose teams are needed.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Three sources of legitimacy (mission, competence, relationship) and setting the context before the request – Afthonios method
- Currencies – based on Cohen & Bradford
- The three-way agreement: cross-functional manager, team member, line manager – Afthonios method
- Three practices to make the agreement last – Afthonios method

SOURCES & REFERENCES

- Behnam Tabrizi, Harvard Business Review (2015): three in four cross-functional teams fail on at least three of their five goals
- PMI France, Baromètre 2026 du management de projet: communication cited by 58% as the most decisive skill
- Allan R. Cohen and David L. Bradford, Influence Without Authority (1990, 3rd edition 2017)
- Edward Deci and Richard Ryan, Self-Determination Theory; meta-analysis by Van den Broeck et al., Journal of Management (2016)

- Module created by Afthonios.com.
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