

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Managing Upward and Across

5 days | Classroom training | English

SMART HORIZON

info@smart-horizon.eu
Amsterdam
The Netherlands

Explore current programmes

https://smart-horizon.eu



Course content

Why attend

A manager's success depends heavily on relationships with their own boss, senior leaders and peers over whom they have no authority. This course develops skills to manage upward and across: understanding stakeholders' priorities, building credibility, communicating concisely, influencing without authority, negotiating resources and handling disagreement constructively.

Good ideas fail when they lack sponsorship. You will learn to build the relationships and influence needed to get things done.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Stakeholder mapping, influence role plays, communication drills and peer coaching on real relationships.

Course objectives

By the end of this course, participants will be able to:
• Map key stakeholders and their priorities
• Build credibility and trust with senior leaders
• Communicate concisely with busy executives
• Influence peers without formal authority
• Negotiate for resources and support
• Handle disagreement upward constructively

Target audience

This course is suitable for:
• Middle managers
• Project and programme managers
• Specialists and advisers
• Team leaders
• Executive assistants and chiefs of staff



Course content

Target competencies

Participants will develop competencies in:

- Stakeholder management
- Influence
- Executive communication
- Negotiation
- Relationship building

Course outline

Day 1: The Influence Landscape

09:00–10:08	Why managing upward matters
10:08–11:00	Stakeholder mapping
11:00–11:30	**Coffee break**
11:30–11:45	Stakeholder mapping (continued)
11:45–12:53	Understanding your manager
12:53–14:00	Exercise: stakeholder map

Day 2: Building Credibility

09:00–10:08	Delivering reliably
10:08–11:00	Visibility and reputation
11:00–11:30	**Coffee break**
11:30–11:45	Visibility and reputation (continued)
11:45–12:53	Trust with senior leaders
12:53–14:00	Self-assessment

Day 3: Communicating Upward

09:00–10:08	Bottom-line-first messages
10:08–11:00	Briefings and escalations
11:00–11:30	**Coffee break**



Course content

11:30–11:45	Briefings and escalations (continued)
11:45–12:53	Bringing solutions, not problems
12:53–14:00	Practice drills

Day 4: Influencing Across

09:00–10:08	Influence without authority
10:08–11:00	Reciprocity and alliances
11:00–11:30	**Coffee break**
11:30–11:45	Reciprocity and alliances (continued)
11:45–12:53	Resolving peer conflict
12:53–14:00	Role plays

Day 5: Disagreement and Negotiation

09:00–10:08	Disagreeing with your boss
10:08–11:00	Negotiating resources
11:00–11:30	**Coffee break**
11:30–11:45	Negotiating resources (continued)
11:45–12:53	Escalating appropriately
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Barcelona Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,840.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Rome Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,450.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Dubai Confirmed dates	11 Jan 2027	15 Jan 2027	**€3,150.–**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.–**
London Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,450.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Cape Town Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,890.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Rome Confirmed dates	8 Mar 2027	12 Mar 2027	**€2,450.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
Cape Town Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,890.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**
London Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,450.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**
Istanbul Confirmed dates	10 May 2027	14 May 2027	**€2,650.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Paris Confirmed dates	31 May 2027	4 Jun 2027	**€2,860.–**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.–**
Barcelona Confirmed dates	14 Jun 2027	18 Jun 2027	**€2,840.–**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.–**
Vienna Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,940.–**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.–**
Frankfurt Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,650.–**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.–**
Dubai Confirmed dates	16 Aug 2027	20 Aug 2027	**€3,150.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Cape Town Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,890.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,450.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Amsterdam Confirmed dates	11 Oct 2027	15 Oct 2027	**€2,540.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
Dubai Confirmed dates	1 Nov 2027	5 Nov 2027	**€3,150.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,450.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Vienna Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,940.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

info@smart-horizon.eu
Amsterdam
The Netherlands

View the latest course details online