

Managerial Intelligence - Level 2

Target audience

- Experienced managers

Pre-requisites

- Good basic management skills or prior completion of 'Managerial Intelligence - Level 1'

Objectives

- Become a more flexible manager
- Build team cohesion
- Review priorities during periods of change
- Improve your negotiation and communication skills
- Manage the emotional dimension of your team

On-the-job benefits

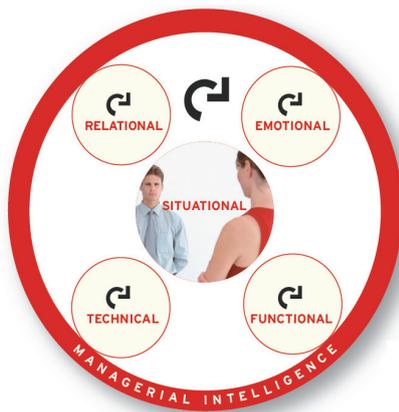
- Excel in your role as manager, using operational guidelines, tools and methods
- Develop your team's maturity
- Get better results by efficiently analysing the stakes and issues
- Take account of emotions in your management

Benefits for the company

- Achieve the expected outcomes, thanks to effective management practices
- Proactive change management
- Foster synergy between teams
- Strategically aligned managers and teams

Special features of this course

The wheel of managerial intelligence:
use all your managerial skills at once



- 1] Your context: understand it and be proactive**
- 2] Your techniques: acquire new skills**
- 3] Your relationships: make effective use of information and communication tools**
- 4] Your emotions: use your behavioural skills**

Managerial intelligence...

- > Can be used today and throughout your career in management
- > Ensures that your managerial practice is always in keeping with your internal and external environment
- > Motivates your teams, thanks to your authenticity and your team's recognition
- > Gives you balance and inner reassurance for coping with contradictions and change.

Experience managerial intelligence in real time with three highlights

'The tunnel exercise'

Develop cooperative behaviour:

- > Define and implement winning strategies
- > Conclude winning agreements

Role-play: 'Become a manager-coach'

Learn about and practise using the tools available to manager-coaches:

- > Developing your team members' individual and collective maturity
- > Putting yourself in the shoes of a manager-coach
- > A helpful compass and the different listening levels

'The tangram network game'

Identify and expand your network:

- > Why you need to network
- > Make networking part of your routine

Programme



Three 30' e-learning modules + Three-day classroom course + Four 30' e-learning modules

Behavioural flexibility of the manager

- ☐ Identifying effective and ineffective behaviour.
- ☐ Overcoming inflexibility.
- ☐ Managing ineffective behaviour

Building win-win relationships with your team

- ☐ Definition of a win-win relationship.
- ☐ Preparing your arguments.
- ☐ Differentiating between position and interests.
- ☐ Reaching a win-win agreement with your co-workers.

The manager / communicator

- ☐ Preparing your presentation.
- ☐ Organising your message for more effect.
- ☐ Adapting the impact of your presentations.

- 1_ Developing your managerial intelligence**
 - The Cegos model of managerial intelligence
- 2_ Guiding your team to consistently high levels of performance**
 - Assertive management
 - Focusing individual and collective action
 - Becoming a manager-coach
 - Building team cohesion
- 3_ Developing your situational skills**
 - A fresh approach to solving conflicts
 - System-friendly decision-making
- 4_ Developing your impact and influence**
 - Enhancing your persuasive powers when negotiating
 - Building your relationship network
 - Developing your communication skills
- 5_ Integrating the emotional dimension of management**
 - Managing individual emotions
 - Managing collective emotions

Guiding team and individual actions

- ☐ Defining a project for your team.
- ☐ Orientations and objectives for the project team members.
- ☐ Managing conflicting priorities.

Becoming a manager / coach

- ☐ Becoming a manager / coach: benefits and issues.
- ☐ What is a manager / coach?
- ☐ Adopting the best practices of a manager / coach.
- ☐ Coaching your team.

Effective decision-making

- ☐ Analysing before making a decision.
- ☐ Anticipating the impact of your decisions.
- ☐ Making and implementing decisions.
- ☐ Encouraging co-worker decision-making.

Handling emotions within your team

- ☐ Reading emotional signals correctly.
- ☐ Practising empathetic listening.
- ☐ Responding adequately to co-workers' emotions.
- ☐ Identifying and managing collective emotions.

Key points

- > Assessments both before and after the course
- > E-learning modules accessible for 1 year
- > Personalised support throughout your course