

# Mastering Cross-Cutting Management

Hands-on course of 3 days - 21h

Ref.: TAV - Price 2024: €1 790 (excl. taxes)

Managers are increasingly responsible for projects in which they have no direct authority over the other employees. It is therefore essential to develop relationship skills and effectively collaborate with people from different hierarchical levels and groups.

## EDUCATIONAL OBJECTIVES

At the end of the training, the trainee will be able to:

Boost your position and legitimacy as a versatile manager

Mobilize all project players in order to develop cooperation

Set up motivation-building delegations

Develop your listening and persuasion skills to encourage involvement

## EXERCISE

This highly interactive course relies on numerous hands-on exercises and filmed role-playing, with individualized feedback and analysis.

## THE PROGRAMME

last updated: 01/2023

### 1) Roles and responsibilities of versatile managers

- Understand the main tasks of a versatile manager.
- Identify the different roles of a project manager.
- Understand the specifics of versatile management and define a manager's qualities.
- Enact a "partner", "cooperation", or "client/supplier"-style relationship with your team.
- Build and inspire a shared vision, give meaning to actions and projects.
- Learn to use both facets of a versatile manager: The manager-expert and the manager-leader.
- Boost your leadership skills: Show the way, lead by example, encourage active collaboration.

*Exercise* : Discussions and feedback on the role of the project manager. Self-assessment of your own leadership style and your positioning within your organization.

### 2) Team cohesion and orientation

- Understanding how teams function at work: Characteristics of a project team, and its dynamics.
- Identifying different value systems within a team and incorporating them into your management.
- Defining the benefits of team cohesion.
- Developing team commitment: Methods and tools.
- Taking into account the different environments of team members and their organizations.
- Instituting operational rules: Holding meetings, debriefings, etc.
- Anticipating difficulties: Planning possible scenarios and the best replacement solutions.

*Role-playing* : Filmed role-playing with debriefings on getting a team committed to a project. Case study on team dynamics.

### 3) Motivation and mobilization

- Identifying key factors to the success of a project: Success parameters.
- Understanding and containing team stress and personal stress.

## PARTICIPANTS

Managers, team leaders.

## PREREQUISITES

Experience in management desirable.

## TRAINER QUALIFICATIONS

The experts leading the training are specialists in the covered subjects. They have been approved by our instructional teams for both their professional knowledge and their teaching ability, for each course they teach. They have at least five to ten years of experience in their field and hold (or have held) decision-making positions in companies.

## ASSESSMENT TERMS

The trainer evaluates each participant's academic progress throughout the training using multiple choice, scenarios, hands-on work and more. Participants also complete a placement test before and after the course to measure the skills they've developed.

## TEACHING AIDS AND TECHNICAL RESOURCES

- The main teaching aids and instructional methods used in the training are audiovisual aids, documentation and course material, hands-on application exercises and corrected exercises for practical training courses, case studies and coverage of real cases for training seminars.
- At the end of each course or seminar, ORSYS provides participants with a course evaluation questionnaire that is analysed by our instructional teams.
- A check-in sheet for each half-day of attendance is provided at the end of the training, along with a course completion certificate if the trainee attended the entire session.

## TERMS AND DEADLINES

Registration must be completed 24 hours before the start of the training.

## ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

Do you need special accessibility accommodations? Contact Mrs. Fosse, Disability Manager, at psh-accueil@ORSYS.fr to review your request and its feasibility.

- Taking into account power dynamics: Identifying contributors, opponents, undecideds, and waverers...
- Implementing success indicators: Qualitative and quantitative assessment criteria...
- Creating a stimulating environment through trust, recognizing and rewarded successes
- Guiding the team toward success: Feedback and debriefing to enable growth.

*Case study* : Case study on power dynamics. Work on an analysis grid of the degree of autonomy enjoyed by a project's players.

#### 4) Delegation and assigning responsibilities

- Identifying tasks to delegate: Map of skills, delegation added value, availabilities, etc.
- Setting clear, quantified objectives: SMART Goals.
- Learning how to manage the project's priorities: The Eisenhower priority matrix, distinguishing urgent and important, etc.
- Defining the delegation process: Formalization, control, and evaluation.
- Setting up a planned auditing system.
- Giving the team responsibility for implementing the decisions made.
- Implementing managerial contracts or delegation contracts within the project team.
- Determining a motivation-building schedule and assessing the results.

*Exercise* : Building a delegation plan. Filmed role-playing with debriefings on communication and delegation.

#### 5) Communication and involvement

- The importance of managerial communication in project management: Informative and performative communication.
- Understanding the communication process: Sender, message, receiver.
- Being aware of different sensory channels: VAKOG.
- Learning how to listen to validate information: Practicing active listening.
- Learning how to ask questions and rephrase.
- Adapting your language to your listeners: Verbal and non-verbal synchronization.
- Giving responsibility to the project's players.

*Role-playing* : Exercises and role-playing on "selling your ideas", learning communication tools, and developing a managerial influence strategy.

#### 6) Personal progress action plan

- Identifying your areas for managerial progress and setting goals for yourself.
- Determining measurement criteria and things to watch out for.
- Determining deadlines and control/assessment methods.

*Exercise* : Building a personal progress action plan.

## DATES

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### REMOTE CLASS

2024 : 17 Jun, 25 Sep, 09 Dec