

# Managerial Intelligence - Level 1

## Target audience

- Newly-appointed or first-time managers
- Managers with several years' experience

## Pre-requisites

- There are no pre-requisites for this course

## Objectives

- Focus on the added value of your management role
- Find out more about the sort of manager you are
- Understand how to focus individual and collective action
- Successfully solve management problems
- Develop social skills and maintain your emotional balance

## On-the-job benefits

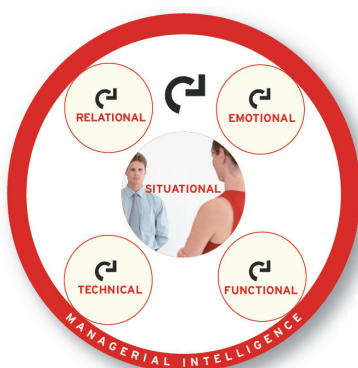
- Become more competent in your role by using proven guidelines, tools and processes
- Optimise your performance and accelerate your development
- Know how to act in every situation
- Get better results by efficiently analysing the stakes and issues in each situation
- Develop your social skills and build your emotional balance

## Benefits for the company

- Coherent, consistent management that continually adapts to external and internal changes
- An additional lever to ensure that teams consistently deliver expected outcomes
- A management team with a consistent skills base
- Greater involvement and motivation in your people

## Special features of this course

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



- 1] Your context: understand it to make the right decision**
- 2] Your techniques: use your skills**
- 3] Your relationships: develop your social skills and flexibility**
- 4] Your emotions: use your behavioural skills**

### Managerial intelligence...

- > Can be used today and throughout your management career
- > 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 first-hand in a case study

#### «I've just been appointed unit manager at TAFT.»

TAFT is a small wireless-network solutions provider that is part of a Dutch-based group. You were recently promoted to the head of an existing team.

Your new Sales Development unit is made up of three departments...

*Practice exercises and role-plays help you:*

- > Understand and adapt to your context
- > Set objectives
- > Conduct a delegation interview and lead a team meeting
- > Practice delivering positive and negative feedback

# Programme



## Two 30' e-learning modules + Two-day classroom course + Three 30' e-learning modules



### The management styles

- The different management styles.
- The positive aspects of each management style.
- Adapting management style to circumstances: contextual management.



### Fostering and maintaining motivation

- Understanding how motivation works.
- Using the right motivational levers.
- Delegating and motivating.

### 1\_ Developing managerial intelligence

- The Cegos model of managerial intelligence

### 2\_ Mastering management techniques

- Developing effective behaviours
- Focusing individual and collective action
- Mobilising individual and collective energy

### 3\_ Developing your situational skills

- Understanding the system

### 4\_ Developing your relationship-building skills

- Implementing a communication process with your team
- Preparing for and leading a team meeting
- Managing sensitive situations
- Managing your relationship with your manager

### 5\_ Developing your emotional skills

- Managing your emotions
- Managing your stress



### The situational skills of the manager

- Basic concepts in systemic analysis.
- Analysing a situation or conflict using a systemic approach.
- Handling all managerial situations effectively.



### The relational skills of the manager

- Setting up the right communication and information tools.
- Taking team needs into account for consistent communication.
- Preparing and conducting a team meeting.
- Conducting an individual interview.
- Managing sensitive situations.



### The emotional skills of the manager

- Understanding how emotions work.
- Identifying and managing your own feelings.
- Managing emotionally-charged situations.

## Key points

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