# Plan de formation

## Effective Manager : Development Program

### Description de la formation

Becoming a manager requires a whole new set of skills, which typically involve more leadership and interpersonal skills. The Effective Manager program is designed to help participants develop key management competencies and learn how to convey their personal leadership style through specific behaviours. The program, which is taught in three 2-day segments, provides participants with a comprehensive toolkit designed to help them succeed as managers and become effective leaders in their organizations.

### Objectifs pédagogiques

1. Embrace your role as a manager and exercise authority appropriately
2. Effectively manage priorities
3. Use practical methods to build your leadership
4. Mobilize your staff and team
5. Communicate productively
6. Intervene appropriately to coach or realign an employee's behaviour

### Contenu

#### Effective Manager 1 : Embracing your role as a manager

**Transitioning successfully into your role**

- Moving up to a management position

**Fundamentals of management**

- Management: Fact versus fiction
- Trends in management

**Core competencies for managers**

- Core competency self-assessment

**Roles of the manager**

- Creating added value
- Different management skills for different levels of authority
- Interpersonal skills
- Developing talent

**Agility and continuous improvement**

- The agile manager
- Managing operations
- The P-O-L-C framework

**Positioning yourself as a manager**

- Authoritative vs. authoritarian
- Defining authority
- Exercising authority as a manager

**Problem resolution**

- The general framework for problem resolution

**Decision making**

- Decision-making strategies

# Effective Manager : Development Program

- Choosing the right approach
- The 8 principles of persuasion

**Managing priorities**

- How do managers spend their time?
- The urgent-important matrix
- Effective priority-setting

**Action plan**

- Applying what I've learned

## Effective Manager 2 : Building leadership skills and mobilizing your team

**Implementing change**

- The change process
- Reactions to change
- Optimizing change management

**Leadership**

- Myths and realities about leadership
- Foundations of leadership
- Continuous improvement in leadership

**Situational leadership**

- Hersey and Blanchard's situational leadership model
- Using social desirability as a strategy for influence

**Motivation**

- The Epstein Motivation Competencies Inventory
- What is motivation?
- Needs and the hierarchy of needs
- An equation for satisfying needs
- Motivating and demotivating factors
- Career anchors
- Non-monetary recognition

**Teamwork**

- Must-haves of effective teams
- The four stages of team development
- Key factors for optimal team functioning

**Engagement**

- The conditions for engaging a group
- What is mobilization?
- How engagement impacts performance
- The pillars of engagement
- Engaging your team in 6 steps

**Action plan**

- Applying what I've learned

## Effective Manager 3 : Communicating and giving feedback

# Effective Manager : Development Program

**The foundations of communication**

- How the communication process works
- Components of active listening
- Components of a verbal message
- Adapting the content of your message to the listener
- Delegating
- The four major communication systems
- Communication styles and their main characteristics
- Adapting your approach to people with different communication styles

**Management-specific communication challenges**

- Maintaining civility in the workplace
- Endorsing messages from upper management
- Asserting without attacking

**Managing presentations and meetings**

- Delivering interesting and inspiring presentations
- Managing meetings
- Planning meetings
- Structuring meetings
- Roles
- Strategies for successful meeting management

**Feedback: potential and limits**

- Why provide feedback?
- The limits of feedback
- Stages of intervention
- What to include in feedback

**Feedback approaches**

- Direct feedback
- Deferred feedback
- Diagrams of feedback models
- Questioning techniques for employee empowerment

**Managing difficult interactions**

- Difficult employees and employees facing difficulties
- Having courageous conversations
- Managing resistance

**Action plan**

- Applying what I've learned

## Clientèle visée

All managers, including newly appointed managers and those who want to update their skills. The program is also suitable for employees with management potential.

# Effective Manager : Development Program

## Particularité(s)

You can also register for each course segment separately. The segments do not have to be completed in a specific order. If the course is full, you can sign up for the three segments individually through the specific pages for segment 1 (PER-787), segment 2 (PER-788) and segment 3 (PER-789).

## À savoir lorsque cette formation est en ligne

Nos formations en ligne sont diffusées sous forme de classes virtuelles interactives et nous travaillons avec la plateforme Zoom.

Vous devez avoir un ordinateur avec un bon accès à Internet ainsi qu'une caméra, un micro et des haut-parleurs afin de participer à la formation. La caméra doit être fonctionnelle et être ouverte tout au long de la formation pour faciliter les échanges avec le formateur et le volet pratique de la formation.

## Formateur(s)

Maé Ustarroz

Maé Ustarroz accompagne depuis près de 15 ans les équipes et leaders dans leurs projets de transformation, de communication et de développement du leadership. Spécialisée en codéveloppement professionnel, communication stratégique et intelligence collective, elle conçoit et anime des formations favorisant l'apprentissage entre pairs et la réflexion sur les pratiques professionnelles. Sa posture de formatrice allie rigueur méthodologique et approche humaine. Elle crée des espaces d'échange sécurisants où les participants peuvent expérimenter, apprendre ensemble et renforcer leur impact individuel et collectif. Maé intervient auprès d'organisations du milieu technologique, universitaire et public, au Canada et à l'international.

## Durée

6 jour(s) pour un total de 42 heure(s).

## Coût par participant en formation publique

2927 $

La bonne formation au bon moment. ÉTS FORMATION est le leader universitaire en formation continue avec plus de 9000 participants formés annuellement et une offre de plus de 300 différentes formations. Nos formations sont pratiques et pragmatiques et affichent un taux de satisfaction supérieur à 95 %