Mastering Cross-Cutting Management

Hands-on course of 3 days - 21h
Ref.: TAV - Price 2025: 2 030 (excl. taxes)
The price for the 2026 session dates may be revised

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 role-playing, with individualized feedback and analysis.

THE PROGRAMME
last updated: 06/2024

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 : 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.
- 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. 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

REMOTE CLASS
2025 : 10 déc.

2026 : 18 mars, 01 juin, 02 sept.,
25 nov.