LE DICTIONNAIRE DU MANAGEMENT ASSESS MANAGER

The managerial posture, several indicators

Leadership strength

If the result is in the extreme zone, towards the - sign, the manager may not succeed in taking his place in a team, and another unofficial leader may supplant him.
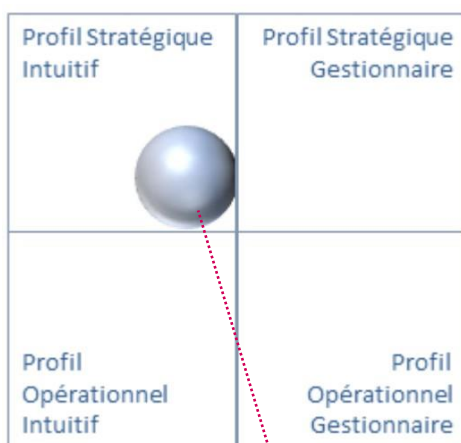
If the result is in the extreme zone, towards the + sign, the manager's leadership is so pronounced that he risks taking up all the available space and suffocating his colleagues.

Generally speaking, we're looking for a result in the positive median zone. But it's important to think carefully about the company's context.

F o r more information, visit https://www.assess-manager.com/theories-leadership.html

Leadership

Positioning

The position of the bubble is important as it weights the profile result.

Vertical axis: Intuitive versus Managerial

Intuitive: Sensing things rather than discovering them by reasoning. Fast mode, but difficult to explain to federate

Managerial: Reasoning and not guided by intuition. Slower but factual mode in a group explanation.

Horizontal axis: Strategic versus Operational

Strategic: Enjoys the potential to understand and influence corporate decisions at a global level. Likes to be close to the decision-making bodies of CODIR or those who have an impact on the company's future at a more macro-economic or organizational and market level.

Operational: who needs to get a feel for the field, to experience the day-to-day running of the company so as to be able to grasp it and
act. The concrete aspect is important in the approach of a person who positions himself in the operational field.

Degree of efficiency

This indicator is not a managerial indicator. Why include it? When efficiency is limited, less time is available to carry out managerial activities.
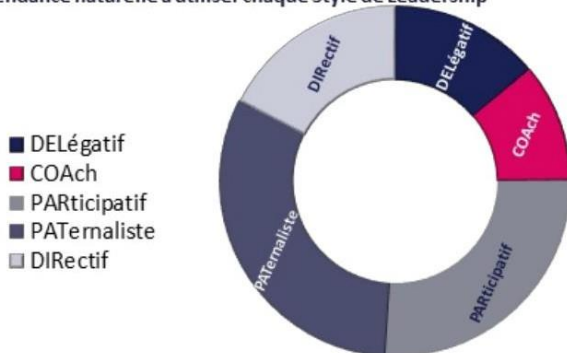
In this case, working on efficiency may be the priority for progress, before focusing efforts on more management-oriented subjects within the framework of a training program, efficiency will be considered as a recommended prerequisite.
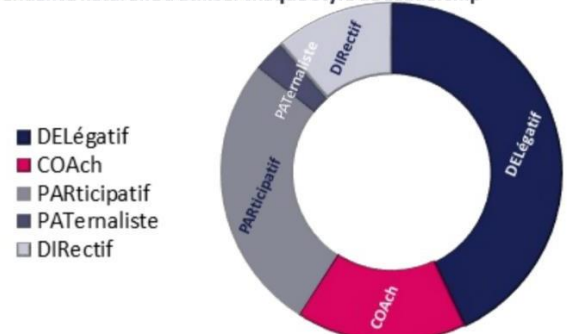

Efficience

Situational agility and leadership styles

Situational agility refers to the ability to use the different management styles below in an appropriate way. In the first chart, managerial agility is higher than in the second chart, which focuses on 2 major managerial dominants: delegative and participative. It's about adapting flexibly to situations and people (motivational sensitivity, skills).

Tendance naturelle à utiliser chaque Style de Leadership

- DELégatif
- COAch
- PARticipatif
- PATernaliste
- DIRectif

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Paternalistic

- A paternalistic manager centralizes power and seeks the loyalty of his teams.
- He provides his employees with the working conditions he deems necessary for the proper execution of their duties.
  and their well-being. He is firm.
- He believes more in managing by rewarding than sanctioning his teams to achieve their objectives.
- He is the guarantor of respect for rules and often shows an exemplary attitude. As a result, he can easily inspire confidence.
- Discreet, he can be authoritative if the context calls for it.
- In meetings, the agenda is set in advance, and he masters the steps and plan, which he prefers to follow scrupulously.
- Employees may be looking for a more global vision of missions than those presented by the paternalistic manager.

Where do you find paternalistic managers?

Many are still to be found in the agri-food industry or in family businesses.
where the new generation has yet to take over. The civil service also has its share of managers paternalistic. It's a management style more easily adopted by people close to the age of 50.
What's more, this management style is becoming rarer when we look at the new generations.

It's a reassuring way of managing when you're feeling destabilized, either by something new, or because, on a personal level, life isn't going as you'd like.

The paternalistic manager, as the name suggests, has strong family values. He's a real pillar of support. Although he may sometimes seem harsh, his humanism is very much in evidence, and he knows how to prioritize family well-being if an employee needs it.

He's also a fan of company dinners, where conviviality is the order of the day. It's a moment that brings his professional family together, and he feels proud of what he has created, like the patriarch who sits at the head of the table in traditional families. In his eyes, his employees are an extension of himself, in good times.

Limits

The paternalistic manager takes a long-term view, provides a great deal of security and takes a great deal of time to make decisions and develop employees. So, in a world where everything is speeding up, he sometimes seems quite disconnected from the current pace. The younger generation in a company where paternalism is strong won't stay. Waiting 4 years for a promotion is far too long!

The paternalistic manager lacks confidence in his collaborators, he hasn't understood that he can rely on them, or if he has, he also sees that this generation is going to overtake him and make him obsolete, unless he's ready to relearn.

He has acquired this wisdom, where time solves problems through patience, whereas the market sometimes moves too fast for this wisdom to be virtuous in this particular case. It's a real paradigm shift for him, and one he's not always able to make.

Directive management

Directive management sees the manager as a leader who provides a framework, laying down rules and limits that must not be crossed, and issuing orders to guarantee productivity, while leaving aside any feelings. Mistakes are kept to a minimum, as the fear of reprisals makes the performer attentive. It's a model born of war and dictatorships in particular, which advocated management by fear.

When you tell a manager today that he or she has a dominant authoritarian style, they think it's negative because it's connoted in the collective unconscious. If they only use this style of management, it goes without s a y i n g   t h a t   it will quickly become problematic. However, this type of management is sometimes necessary in certain situations, and even virtuous. No management style is to be decried. It's the situation that must guide its use.

Directive management provides a framework that many employees need when they don't want to take on responsibility, haven't learned to do so, or don't feel confident in their skills.

It limits the risk of errors by adhering to a tried-and-tested process. Quality is guaranteed if the thinkers who dictated the processes did the appropriate upstream analysis.

Overall, the pace of production is under control, and less-skilled employees see themselves progressing and developing their self-confidence through a growing ability to do things well.

Where do you find directive managers?

Directive management can be appropriate in critical situations: emergencies, danger, moments of crisis, etc. or involving safety-related risks.

It can also be useful when dealing with less-skilled employees who need initial guidance to develop their ability to do and execute: it's also management that gives the "direction" to take. Their needs will evolve once the basics have been acquired, and management will then have to evolve.

It can also be used to reframe someone who needs to identify limits and boundaries.

Directive management can be useful for ensuring safety and precision in sensitive environments such as the military, healthcare and nuclear power.

Limits

We are not unaware of the evils of these management methods: the execution of insane orders, Hitler being the supreme example of the evils of authoritarianism at its most atrocious. How can millions of human beings follow orders to massacre without asking themselves basic questions like: is what I'm doing right now virtuous? Directive management dispossesses of his ability to think and feel. It dehumanizes the landscape by transforming man into machine.

In other words, the negative effects of directive management are to limit the individual's confidence in finding his or her own solutions or the right solutions, especially if he or she already has the skills to do so, and therefore to ultimately reduce his or her skills, autonomy and also motivation.

Participative management

A participative manager defines objectives and makes decisions with his or her staff.

His communication is both top-down and bottom-up. He believes that results are achieved through full team involvement in the company's decisions and direction.

They like simple, pleasant, even warm relationships. Certain participative managers sometimes transform the work relationship into a relationship that goes beyond the professional sphere: going out for a drink outside work, making a friend of a customer, etc.

In the context of a meeting, the participative manager willingly accepts to modify the agenda, if one had been planned, when certain participants propose subjects of interest. His openness to others and consensus-building may distract him from respecting deadlines or priorities.

Participative management puts employees at the heart of decision-making (...). Technological progress is progressively replacing men with machines, requiring a more skilled, more thinking, more creative workforce, to counter the intensified competition. This is an era of major transition in the relationship to work, accelerated by countervailing powers such as trade unions and employee representative bodies. Workers must be respected, listened to, pampered and considered. This momentum was reinforced in Japan with the birth of agile management.

The virtues of participative management are, of course, the commitment of the employee, who develops by being listened to and valued. Their creativity is a source of new ideas, essential to maintaining a competitive edge.

Limits
However, in parallel with this movement, which was positive in many respects, as were other management methods, a number of inherent limitations arose: slowness of decisions (decisions are made more slowly by 50 than by 1), opposition to decisions and the emergence of sabotage strategies, the impression that the manager "doesn't know" (the historical culture of the knowing manager) and has no direction, etc.

Where can you find participative managers?
Participative management is practised in all sectors of activity, but rarely in the industrial sector. emergency situations where life is at stake and quick decisions are required.

Participative management is extremely positive if it is not the only form of management used. The public-sector structures, as well as start-ups.

Participative management is particularly well-suited to developing new ideas and stimulating team creativity.

It can also be used in problem-solving to find options collectively.

It can also be adapted when a difficult decision has to be made, to p r o v o k e empathy and trust. understanding, provided that the constraints are well defined and logical.

Delegative management

Delegative management sets a precise framework in terms of the objectives to be achieved, and gives latitude in terms of the means. In this way, the employee who is entrusted with a mission feels valued, as the goal to be achieved is clear, and so are the constraints. Their creativity and commitment will be the key to their success.

Delegative management is particularly well-suited to competent, motivated employees. It is also used to express the manager's confidence in an employee in order to help him or her become more autonomous.

Limits or risks

1. The development of stress in the workplace, associated with the weight of responsibilities :

When employees are delegated full projects, full responsibilities, they receive or experience a certain amount of pressure. "You have my trust, don't let me down". Responsibility leads to total commitment, a desire to do well, to live up to the trust placed in them by their manager.

The development of burnouts is certainly linked to this management style, which can put too much pressure on certain employees who are so happy to have this trust placed in them.

2. Turnover, outsourcing to subcontractors.

The development of skills to the point of total autonomy for certain employees who choose to work independently.

The departure of the most competent employees (turnover "since you're asking me to think for you, I can no longer see your added value, I've learned so much that I can become your competitor or subcontractor". This trend is accelerating the move towards self-employment and freelance administration. The delegated model is contributing to the accelerated and virtuous development of employees' skills, and their desire to develop these skills independently. The growth rate of freelance workers is at an all-time high. Companies are increasingly turning to hyper-skilled workers on a subcontracting basis (service contracts). This is a potentially positive risk, but the question is more one of corporate and HR strategy.

Where can you find delegative managers?

It is particularly widespread in support services (finance, HR, quality, etc.) and in the service sector. Project managers in cross-functional positions are also particularly keen to adopt this management style, as a complement to participative management.

Generally speaking, it's start-ups that use delegative management the most.

Manager coach

It's often said that coaching is a posture that complements other management methods, in a way "overlaying" them. The manager-coach looks at the story at another level - process, global vision.

When the manager is challenged by his team or a team member, he often has a direct reading of the story and intervenes as an expert. His colleagues often expect answers and solutions.

When faced with a problem, the manager-coach reads the problem from a different angle. He or she analyzes the process, the hidden stakes, the employees' attitude to the problem, and so on. He has what is known as a meta perspective on the situation, which enables him to approach it from a different angle and helps his own colleagues to gain perspective on the situation.

Rather than providing solutions, it will intervene on several levels:

- Help employees take a step back from the event
- Look at the event/problem from different angles: what's at stake, what's at stake between the protagonists, what communication methods should be used, what posture should the employee adopt with regard to the subject...
- Encourage the employee to find the solution independently: rather than providing the solution, he can ask questions to bring them to light.
- Empowerment: the manager-coach also supports his employees in analyzing their posture, their iterative scenarios, their resources and difficulties, in order to develop their self-confidence, over and above their skills.
- Accompanying change: manager-coaches are trained in the psychological and emotional processes involved in change, enabling them to accompany their teams more smoothly. In particular, they can identify conflicts of interest, resistance to change, and limiting beliefs that put the brakes on change. He can also take a systemic view of the scenario at play, so as to support a team at a higher level, beyond individual issues (corporate culture, values...).

By listening, the manager-coach fosters the development of each person's professional and personal potential, as well as the group's confidence, autonomy and collective intelligence. He or she identifies mistakes as learning opportunities, breaking out of the sometimes infantilizing relationships felt by employees when they have made a mistake.

The manager-coach, through his questioning and his relationship with the team, aims for greater efficiency. individual and collective.

It's a management style that complements the others, and can't stand alone. In the test, it is limited to 20% of the overall score and cannot exceed this score, i.e. 72° on the full 360° circle.

Political acumen, managerial courage and negotiating skills

Sens Politique   Courage managérial   Négociation

Political sense :
Turned towards the hierarchy or counterparts, it enables ideas to be put across without provoking resistance.

Managerial courage :
It's a way of getting ideas across without provoking resistance. The manager
assumes the company's position.

If he doesn't assume it a priori, he knows how to ask his superiors for help by stating his difficulty in supporting the decision.

Negotiation :
Focused on a win-win solution, the manager aims to find the best possible solution for all stakeholders, to encourage team motivation and commitment.

Emotional and intellectual agility

Agilité intellectuelle	Multi-agilité
En développement	Agilité émotionnelle
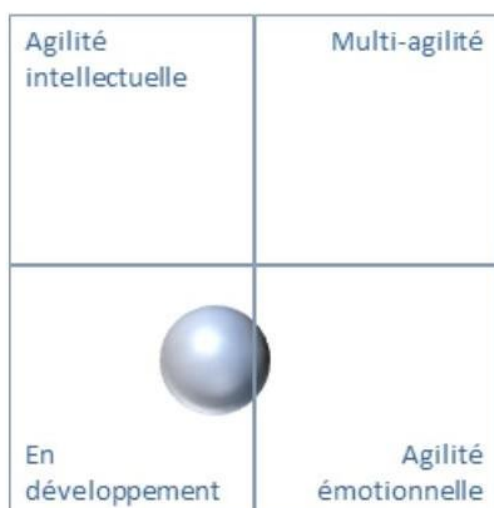
Intellectual agility, on the ordinate axis

If my interlocutor is visual, I show him images.

If the person I'm talking to is looking ahead to the short term, I'll give them examples from their time scale.

If the person I'm talking to is dominantly in the abstraction, I speak his language.

If his thinking is linear, I'm careful to create bridges and connections between subjects if my thinking is circular. Etc

If the person needs to go through their feelings to grasp things, I make it easier for them to do so.
through touch, experience, etc.

These are the resources that can be compared to the pedagogue.

Emotional agility, on the x-axis

Our emotions are our allies, our gifts, the starting point of everything. And even if emotions are not invited to express themselves too loudly, from an educational point of view, this doesn't mean we should stop listening to them. Indeed, when we learn to ignore our emotions, one of our reflexes could be to learn to stop listening to them.

Emotion means "to set in motion". In other words, emotions alert us to the need to take action. Emotions are essential to life in our modern world. They are our safeguards.

For example, fear teaches us positive caution, to avoid making mistakes or putting ourselves in danger, and is useful to our survival by alerting us. I'm crossing the road, I hear a noise and suddenly I'm afraid. I stop, even step back. Emotion stopped me in my tracks and saved me from being run over by a dazed driver.

Emotions pass into the amygdala and trigger the testosterone that helps us in our actions and decisions, in a similar way to stress, which is initially developed in humans to ensure survival.

Emotional intelligence shows us that we never forget anything.

Emotions are associated with memories. When we experience something that reactivates a memory, for example because of its contextual similarity, the first thing that comes back to us is the associated emotion. The process can be conscious or unconscious. For example, we may experience an emotion of happiness, sadness, fear, anger or disgust, while the triggering event may be anecdotal and seemingly unrelated to the emotional reaction that "comes".

"History doesn't repeat itself, but its appointments do." Gabriel de Broglie

In this situation, emotional intelligence means knowing how to detect and listen to the emotion: "I'm scared". This immediate reaction needs to be put down to become information that can be used positively, emotional intelligence.

Emotional intelligence means moving from a state where emotion is the boss, to a state where emotion is a friend. resource.
Emotional intelligence develops :

1. By learning to listen to and feel your emotions

2. By letting the emotion pass without overflowing, giving it time to cool down

3. By learning to express emotional discomfort, to share, once the emotion has cooled, in order to understand each other and clarify a situation.

4. It fosters understanding of the other person's world, by integrating the fact that he or she too is going through difficult times.
emotions and may have somatic markers.

Managerial skills

Documented in a comprehensive reference system, they are descriptive and self-explanatory. Two complete books
complete the approach to document how to develop each of these skills.
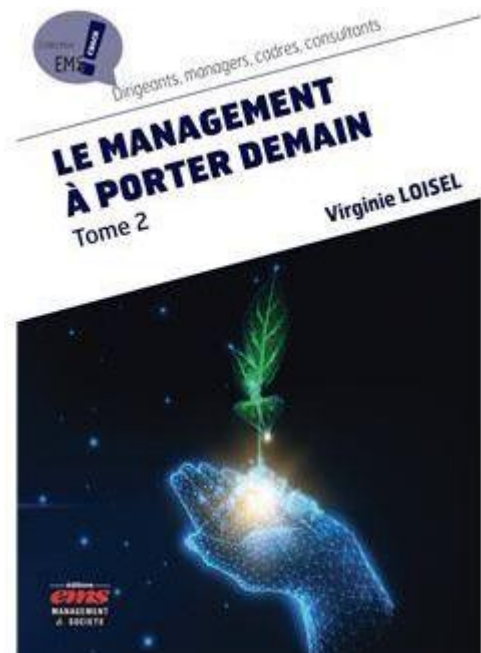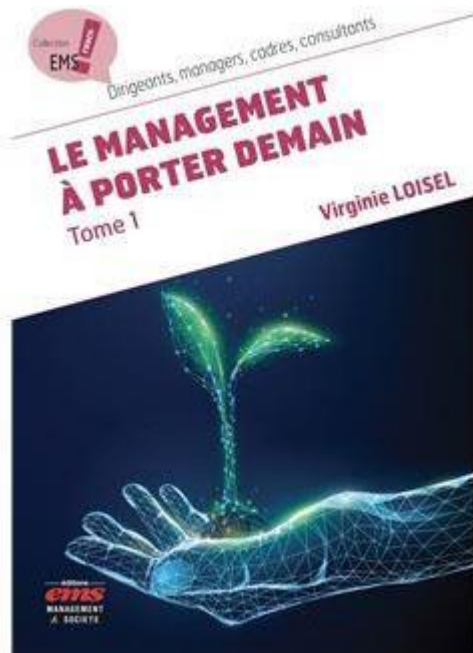

Skills repository

 Sharing a managerial skills repository makes it possible to :

- ✓ Provide managers with common benchmarks for the general expectations of the function
- ✓ Guide managers in their day-to-day work
- ✓ Establish the values associated with the managerial skills repository: the way we talk, our relationship with quality and expectations, our relationship with stress and workload management, etc.
- ✓ Guide ways of interacting to achieve expected results.

You can add to it, or weight the skills according to your company's culture. These skills are suitable for all companies in the managerial function.

Skills assessed and their presentation :
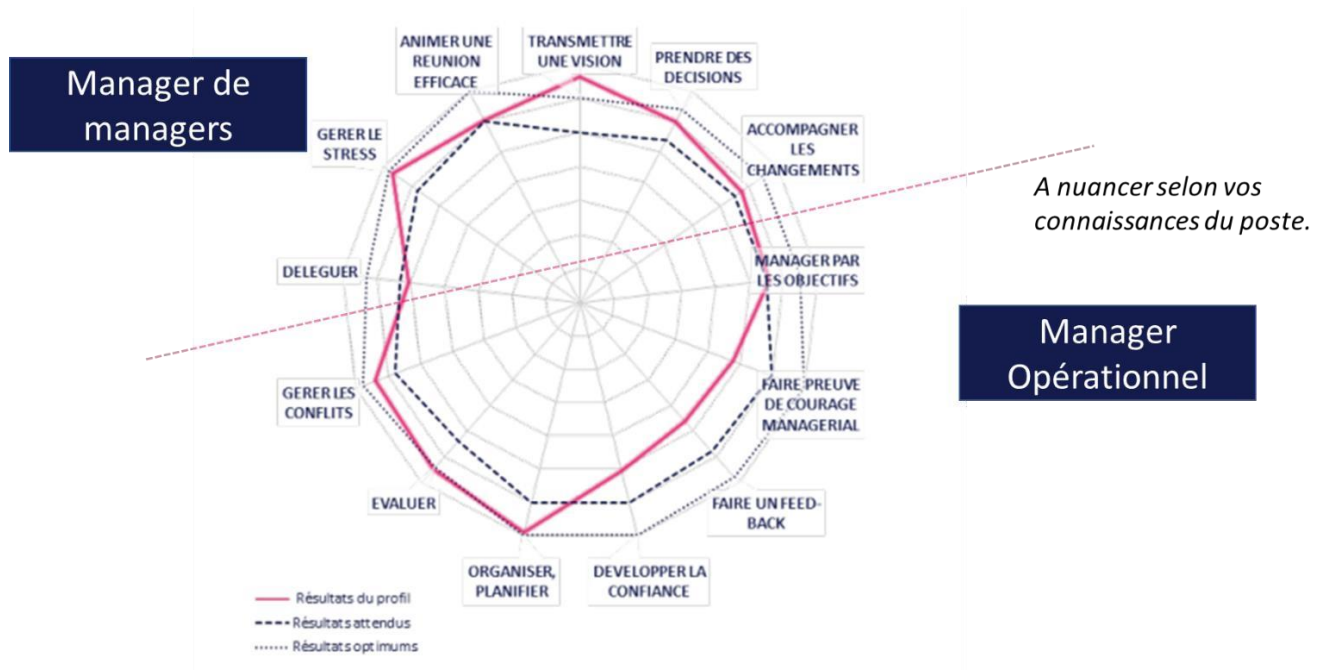
The cross-functional manager will be closer to the manager of managers than to the operational manager in terms of the skills deployed as a priority.

Each skill is broken down into sub-skills, some of which are more geared to managers of managers, and others to operational managers. They appear systematically in this order, when a segmentation can be made.

RESULTATS DETAILLES

Référentiel de Compétences managériales détaillé	Résultats du profil	Niveau théorique attendu	Forces	Points de progrès potentiels
TRANSMETTRE UNE VISION	42%	50%		*
Développer une vision long terme	46%	40%	**	
Communiquer la vision d'entreprise	33%	55%		***
PRENDRE DES DECISIONS	53%	54%		
Calculer et assumer un certain niveau de risque	57%	50%	**	
Intégrer tous les facteurs : humains, analytiques…	48%	50%		
Réagir dans l'urgence	61%	60%	*	
Décider sous stress	52%	60%		*
ACCOMPAGNER LES CHANGEMENTS	49%	55%		
Favoriser le changement	58%	50%	**	
Anticiper et analyser les effets du changement	44%	50%		
Ecouter, fédérer dans le changement	45%	60%		**
MANAGER PAR LES OBJECTIFS	49%	55%		
Fixer des objectifs rationnels sur le moyen terme	57%	55%	*	
Adapter la formulation des objectifs aux interlocuteurs	41%	55%		*
Communiquer les objectifs	50%	60%		*
FAIRE PREUVE DE COURAGE MANAGERIAL	64%	60%	*	
Défendre une décision, argumenter	45%	60%		**
Faire preuve d'optimisme sans se laisser influencer	43%	58%		**
Assumer volontiers une décision impopulaire	85%	60%	***	
FAIRE UN FEED-BACK	59%	58%	*	
Féliciter volontiers	38%	55%		**
(Re)cadrer	82%	55%	***	
Adopter une approche constructive dans son feed-back	58%	60%		
DEVELOPPER LA CONFIANCE	45%	60%		**
Donner une image confiante, aimer le travail en équipe	40%	58%		**
Faire preuve d'exemplarité	50%	58%		*
Développer l'autonomie des collaborateurs dans leurs compétences	45%	55%		*

Référentiel de Compétences managériales détaillé	Résultats du profil	Niveau théorique attendu	Forces	Points de progrès potentiels
ORGANISER, PLANIFIER	51%	60%		*
Anticiper les actions requises globales	44%	54%		*
Organiser les détails d'un projet pour atteindre les résultats	64%	60%	*	
EVALUER	54%	54%	*	
Evaluer objectivement	54%	54%		
Choisir des critères d'évaluation adaptés	56%	55%	*	
GERER LES CONFLITS	51%	58%		
Communiquer positivement dans un conflit	56%	57%		
Maîtriser les émotions et le stress	46%	57%		*
Gérer un conflit en étant directement impliqué	53%	57%		
DELEGUER	44%	53%		*
Être persuadé des bienfaits de la délégation	39%	50%		*
Accompagner dans la délégation	49%	55%		
Assurer un suivi de la délégation	44%	55%		*
GERER LE STRESS	45%	58%		*
Gérer son propre stress	39%	58%		***
Préserver les autres de son propre stress	48%	58%		*
Gérer son temps et les priorités	48%	58%		*
ANIMER UNE REUNION EFFICACE	51%	60%		*
Animer volontiers une réunion et susciter l'échange	53%	58%		
Préparer la réunion avec des rôles dédiés aux participants	46%	60%		*
Avoir un esprit de synthèse et viser un objectif dans un temps optimisé	55%	58%		

Conveying a vision

Ici il y a plusieurs facettes selon le niveau de responsabilités.

Le dirigeant et les managers de managers participent activement à la définition de la stratégie de l'entreprise, qui découle de la vision de l'entreprise et ses valeurs et se nourrit d'avis d'experts notamment.

Le manager opérationnel va davantage relayer la vision d'entreprise pour donner du sens au quotidien des action des collaborateurs.
C'est un des premiers leviers de la cohésion d'entreprise pour que le capitaine donne le cap et que l'ensemble des officiers et matelots œuvrent pour avancer dans le même sens.

Bien sûr, vous aurez besoin de talent pour communiquer cette vision à vos équipes pour les embarquer dans la dynamique des projets.

Making decisions

Cela suppose :

Un bon niveau de confiance dans son propre jugement
Une bonne capacité d'écoute afin de savoir utiliser toutes les informations remontées par les équipes et les diverses sources d'information disponibles.

Un bon niveau de résistance au stress pour ne pas être submergé par ses émotions.

Votre niveau d'agilité managériale entre ici en jeu.

En fonction du contexte il sera plus opportun d'être plutôt directif ou plutôt à l'écoute des équipes.

Anticipating and supporting change

Cette compétence est double : anticiper et favoriser le changement d'une part et l'accompagner pour y engager les équipes d'autre part.

Nos environnements réputés VICA (Volatile, Incertain, Complexe, Ambigu) confrontent les leaders d'aujourd'hui à la réalité de changements permanents environnementaux, réglementaires, sanitaires…

La capacité d'adaptation des managers et très souvent mise à l'épreuve.

Optimisme et capacité d'écoute seront des savoir-être utiles à l'accompagnement au changement auprès des équipes.

Managing by objectives

Une équipe ou une entreprise sans objectifs clairs, se perd et gaspille énormément d'énergie.

C'est pourquoi il est essentiel pour le Leader de :

✓ Fixer des objectifs
✓ Veiller à ce qu'ils soient réalistes
✓ Les formuler de manière non équivoque
✓ Les communiquer efficacement
✓ Suivre leur réalisation

Demonstrate managerial courage

Le Leader, quel que soit son niveau, est la cible potentielle de toutes les critiques. Ses décisions sont passées au crible en interne dans l'entreprise comme à l'extérieur dans les médias.

Faire preuve de courage est essentiel pour aller jusqu'au bout de sa vision, ou pour défendre la vision de l'entreprise.

Mais pour défendre une vision d'entreprise, encore faut-il la comprendre et y adhérer. L'engagement du leader, c'est aussi savoir faire preuve de courage vis-à-vis de sa hiérarchie, pour obtenir les arguments qui permettent de remporter cette pleine adhésion ensuite auprès des collaborateurs.

Être courageux, c'est parfois savoir énoncer sa position de faiblesse pour ensuite pouvoir la faire évoluer.

Giving feedback

Un des moteurs de la motivation des équipes est la manière dont le Leader est en mesure de donner un feedback sur les réalisations des collaborateurs. Le feedback a trop longtemps été confondu avec la distribution de bons points ou de bonnets d'âne qui sont des actions typiques du manager paternaliste. « C'est bien ce que tu as fait ».

Le feedback est avant tout une technique d'ancrage : prendre conscience de réalisations positives et savoir les renouveler dans d'autres contextes, ou au contraire, comprendre ce qui a cloché dans un projet pour s'améliorer la prochaine fois.

Le feedback est un acte motivationnel essentiel, mais aussi et surtout d'accompagnement de la progression.

Building confidence

Le rapport à la confiance est essentiel pour le leader. Il doit inspirer une image confiante pour motiver ses équipes. Développer l'exemplarité.

Et il doit savoir donner confiance à ses collaborateurs en les encourageant à devenir toujours plus responsables et autonomes.

Les équipes qui entretiennent un climat de confiance sont plus créatives et plus efficaces que les autres.

L'entreprise est un terrain de jeu qui amène régulièrement les collaborateurs à sortir de leur zone de confort. Sans confiance, le jeu est plus serré. Avec de la confiance, la sortie de la zone de confort est un lieu d'expérimentation et d'apprentissage qui sera abordé de façon positive, dès lors que le jugement n'est pas ressenti, et que la tolérance à l'erreur est admise et encadrée.

Organize, plan

Le manager est avant tout un chef d'orchestre. Il est d'autant plus légitime qu'il est capable de baliser le parcours de ses équipes sans être obligé de s'y impliquer directement.

Le leader accompagne ses équipes à deux niveaux
✓ Dans une meilleure gestion du temps et des priorités de ses collaborateurs
✓ Dans l'organisation et la coordination des projets de l'équipe.

La planification a donc plusieurs ressorts :
✓ L'amélioration de la productivité individuelle, dans le respect du bien-être individuel
✓ L'optimisation du travailler ensemble, par une gestion bien huilée de l'information et des flux
✓ L'anticipation et la coordination des tâches planifiables
✓ La préparation des équipes, en termes de compétences et savoir-être, pour réagir face aux aléas non anticipables

Evaluate

Évaluer objectivement est une tâche qui revient au leader.

L'évaluation concerne l'atteinte des objectifs individuels et collectifs. Elle est aussi un préambule indispensable aux choix avisés dans le cadre de la délégation de tâches ou de missions.

Elle se veut factuelle pour être juste.

Elle est exempte de jugement pour être objective.

Evaluer n'est pas qu'une question de résultats à atteindre, c'est aussi et beaucoup une question de savoir-faire, de savoir-être et de compréhension des leviers de motivation des collaborateurs.

Managing conflict

Qui dit équipe dit risque de désaccords et de conflits. Ils peuvent vous concerner personnellement.

Impliquer votre hiérarchie ou vos collaborateurs.
Ils peuvent se développer dans vos équipes.

Le Leader se retrouve souvent en posture de médiateur ou d'arbitre. Il convient de :

✓ S'en tenir aux faits
✓ Communiquer positivement
✓ Ne pas laisser vos émotions vous piloter
✓ Prendre du recul (il est rare que votre vie en dépende)
✓ Rester conscient de votre responsabilité dans le conflit et la reconnaitre
✓ Voir ce qu'il se joue au travers de ce conflit, bien au-delà du conflit lui-même parfois (jeux de pouvoir, injonctions paradoxales, déséquilibre informationnel, etc)

Delegate

Un Leader qui ne sait pas ou ne veut pas déléguer se condamne lui-même à l'échec. L'essence du management est la délégation. Le manager se doit de devenir un chef d'orchestre. Il n'est pas question pour lui de savoir, ou de pouvoir jouer de tous les instruments. Son rôle est de rassembler et de créer l'harmonie.

Être persuadé des bienfaits de la délégation est un premier pré-requis, parfois rendu difficile par des expériences malheureuses. Accompagner efficacement dans la délégation est un investissement payant au long cours.

Assurer un suivi positif de la délégation est un aspect souvent négligé.

Il n'est pas question, comme on le lit souvent, de contrôle. Il est bien préférable que le suivi se manifeste sous forme de soutien.

Managing stress

Par définition le Leader prend des décisions dont les enjeux sont parfois majeurs. Ses choix peuvent impacter des milliers de personnes ou des investissements importants. Le stress fait partie intégrante du rôle.

Il est positif en tant de signal d'alarme et d'éveil, ou pour booster les équipes sur un projet limité dans le temps. Il devient négatif s'il brouille les capacités de jugement du Leader ou s'il dure trop longtemps et devient une source d'épuisement.

Réguler son stress et préserver l'équipe de son stress sont 2 qualités majeures du leader avisé. Stimuler par le stress positif est aussi un enjeu motivationnel qui rythme et dynamise, dès lors que des phases de repos sont régulièrement intégrées.

Running an effective meeting

Les réunions sont souvent vues comme le calvaire de nos organisations modernes.

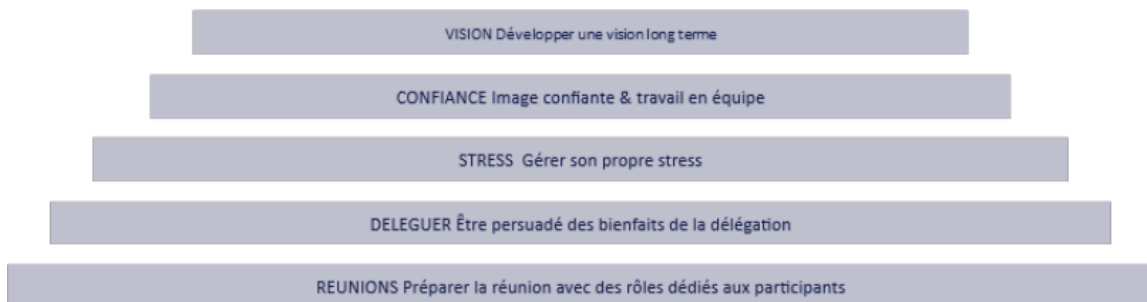Mal nécessaire, le bon leader saura les rendre brèves et efficaces.

De plus en plus d'organisations adoptent des méthodes agiles qui réduisent les réunions au strict minimum.

D'autre comme Amazon, les font précéder d'une longue période de silence, mise à profit pour approfondir le sujet de la réunion avant d'ouvrir les débats.

Training - Coaching

This results in training priorities, which can be validated during the test debriefing interview:

VISION Développer une vision long terme

CONFIANCE Image confiante & travail en équipe

STRESS Gérer son propre stress

DELEGUER Être persuadé des bienfaits de la délégation

REUNIONS Préparer la réunion avec des rôles dédiés aux participants

1. Present the objectives of the approach and the process involved

Emphasize the all-encompassing nature of the manager's job, which requires a set of skills about which no-one is ever quite finished learning > de-dramatize, put people at ease, take the pressure off, open up a dialogue.

2. Discuss the person's managerial experience, without the results:

    a. Already managed?
    b. What's your vision of management?
    c. Its perceived strengths?
    d. Where does it seem more difficult or sensitive?

When the person has no managerial experience, show them that their experience as a manager has been a learning experience: perceived qualities of a manager they appreciated, or on the contrary a manager who reduced their motivation or curbed their skills.

Take the time to look into the past to clarify acquired knowledge, in the absence of a experience.

3. Today's managed team: its specific features - composition, history, successes and grey areas.

4. What do you expect from the debriefing?

5. Presenting results

    This time for setting the context is essential and should not be less than 10 minutes, as it allows you to identify points that will illustrate what's to come.

    Once you start getting into the test results, value the positive first, then see if there's any associated risk factors.

    In terms of skills, which are the most important? How does an undeveloped skill loop back into the introduction?

    Provide initial suggestions for improving the approach.

6. Conclude

    Take up the positive + 2 to 3 maximum points of progress to remember, fundamentals, refocus on the most important messages so as not to dilute the strong ones.