



## Managerial Intelligence - Level 2

**How to optimize your decision-making process?**

**What tools to use to focus your team's collective intelligence?**

**How to support your team members' individual and collective development?**

**How flexible you should be to help your team members integrate ongoing change?**

### **Who can benefit:**

- Experienced managers with a good command of management basics
- Managers who have completed 'Managerial Intelligence - Level 1'

### **If you want to...**

- Become a more flexible manager
- Become a manager-coach
- Build team cohesion
- Review priorities during periods of change
- Improve your negotiation and communication skills
- Manage the emotional d

**...Then this course is for you.**

## Model which guided the course design

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



- 1] Your context: understand it and be proactive**
- 2] Your techniques: acquire new skills**
- 3] Your relationships: make effective use of information and communication tools**
- 4] Your emotions: use your behavioural skills**

Experience managerial intelligence in real time with three highlights

**'The tunnel exercise'**

- Develop cooperative behaviour:*
- > Define and implement winning strategies
  - > Conclude winning agreements

**Role-play: 'Become a manager-coach'**

*Learn about and practise using the tools available to manager-coaches:*

- > Developing your team members' individual and collective maturity
- > Putting yourself in the shoes of a manager-coach
- > A helpful compass and the different listening levels

**'The tangram network game'**

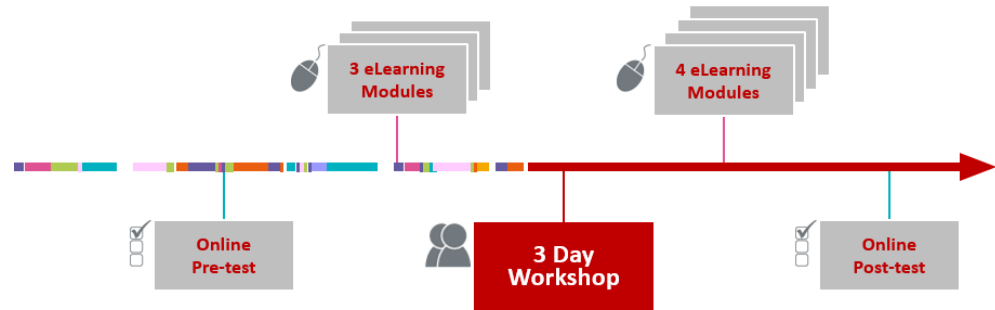
*Identify and expand your network:*

- > Why you need to network
- > Make networking part of your routine

### Managerial intelligence...

- > Can be used today and throughout your career in management
- > 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.

## Your training path



## Knowledge self-assessment

## Behavioural flexibility of the manager

### eLearning module 1

- Identifying effective and ineffective behaviour.
- Overcoming inflexibility.
- Managing ineffective behaviour

## Building win-win relationships with your team

### eLearning module 2

- Definition of a win-win relationship.
- Preparing your arguments.
- Differentiating between position and interests.
- Reaching a win-win agreement with your co-workers.

## The manager / communicator

### eLearning module 3

- Preparing your presentation.
- Organising your message for more effect.
- Adapting the impact of your presentations.

# Your training path (continued)

## Guiding team and individual actions

### eLearning module 4

- Defining a project for your team.
- Orientations and objectives for the project team members.
- Managing conflicting priorities.

## Becoming a manager / coach

### eLearning module 5

- Becoming a manager / coach: benefits and issues.
- What is a manager / coach?
- Adopting the best practices of a manager / coach.
- Coaching your team.

## Effective decision-making

### eLearning module 6

- Analysing before making a decision.
- Anticipating the impact of your decisions.
- Making and implementing decisions.
- Encouraging co-worker decision-making.

## Handling emotions within your team

### eLearning module 7

- Reading emotional signals correctly.
- Practising empathetic listening.
- Responding adequately to co-workers' emotions.
- Identifying and managing collective emotions.

## Progress self-assessment

## Personalized support throughout your course

- You can track your progress through the course on the web platform
- A technical hotline is available weekdays to make sure your course runs smoothly: [elearning@cegos.ch](mailto:elearning@cegos.ch)

## Evaluation and Certification

### Evaluation

#### Online pre-test: diagnostic evaluation before the eLearning modules

- 10 random questions from all the eLearning modules to diagnose previous knowledge. Can only be taken once. Results do not count.

#### Online post-test: final evaluation after the eLearning modules

- 10 random questions from all the eLearning modules to assess the achievement of the learning outcomes. Can be taken many times and records the best score.

### Certification

In order to obtain your training certificate, you must complete all the eLearning modules and obtain **a score of at least 80%** on the online post-test.

