



MCE Week: Managing People & Analytical Skills

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Get the key skills you need to manage and motivate your team. Learn essential analytical skills to make more informed decisions.

Highlights

- Learn how to use clear goal setting and professional feedback to manage your team on a daily basis
- Use a 2x2 grid and a Swot Analysis to evaluate ideas and analyse strategies

Key Competences

- Delegation strategies
- Coaching skills
- Performance management
- Organizing, collecting and evaluating data
- Making decisions using data
- Creating short presentations

The Right Programme for You

You are a manager who needs to quickly learn how to motivate your team, give feedback, and ensure strategies are executed. You also need to start using data to make smarter, more informed decisions.

Managers

Business Professionals



Learn, Practice and Use

- **Understand** your management roles and responsibilities
- **Improve** communication with your team & set expectations for you and your direct reports
- **Adapt** your management style to meet the needs of individual team members
- **Communicate** organizational goals that get results
- **Use** effective coaching techniques to maximize your team's performance
- **Understanding** and using the conversational triangle in your management role
- **Research** and organize data from multiple sources in the right formats
- **Categorize** data for analysis before starting
- **Make** difficult decisions involving qualitative data
- **Recognize** patterns and determine what they mean for your business
- **Evaluate** the evidence to identify the best opportunity or most rational solution

Practical Information

Face-to-Face



5 days
€4,295

Available In-Company

The programme is available as an In-Company solution for your teams. More information at mce.eu/inco

Visit mce.eu/weeks for dates, locations and full programme outline

Programme Modules

1

The Experience of Being a Manager

- How to get people to want to do what they're supposed to do
- Specific challenges you face when motivating others

2

Values

- Values and their impact on work life
- How values can have productive and nonproductive results
- Identify value conflicts in yourself and in others

3

Personal Styles

- Determine your own personal style profile
- Gain insight into the strengths and limitations of your profile
- Use behavioural clues to determine others' personal styles
- How to work more effectively with other personal profiles

4

Motivation

- Employee motivation factors and their impact on behaviours and work settings
- How to tailor your motivational efforts to individual employees and different situations

5

Listening, Body Language, Giving Feedback, and Dealing with Difficult People

- Use active listening to gain information and understand employees' perspectives
- Effectively apply positive and corrective feedback
- Use appropriate values alignment when dealing with difficult employees

6

Conflict Management

- The dimensions of conflict resolution
- Identify your own preferred conflict-resolution styles for better conflict management
- Use different conflict resolution styles in different situations

7

Delegation

- Different delegation styles: How and when to use them
- Determine the appropriate delegation style for employees and situations

8

Understanding Organizational Culture and Subculture

- The impact of organizational culture and subculture and "cultural blinders"
- Explore the assumptions that impact your team's thinking and actions
- Identify and build on the strengths of your team's culture

9

Emotional Intelligence

- The components of emotional intelligence
- Gain an honest and accurate assessment of yourself
- Develop an improvement strategy

Programme Modules

10

Ethical Leadership

- Identify your group's values
- Your vision for ethical leadership

11

Action Planning

- Develop a specific plan for applying what you've learned back on the job
- Identify people who can support your action plans

12

Analytical Skills and Data Analysis

- Identifying core analytical skills
- Exploring the challenges of collecting, evaluating, and presenting information
- Describing the steps in the analytical process: plan, analyse, conclude

13

The Planning Phase

- Defining the purpose of the analysis
- Improving your analytical skills by clarifying relevant issues: Why? Who? What are the options, benefits, and risks?
- Identifying issues that are essential for comprehensive understanding
- Deciding on an approach for an analysis project
- Creating a data collection plan for obtaining information

14

The Analysis Phase

- Organising, collecting, and evaluating data via graphic tools
- Performing affinity grouping to aggregate unstructured data into categories
- Using a 2x2 grid and SWOT analysis to evaluate ideas and analyse strategies
- Determining risks and performing cost-benefit analysis
- Evaluating data and addressing information gaps

15

The Conclusion and Reporting Process

- Understanding the characteristics of valid conclusions
- Getting from conclusions to recommendations
- Presenting conclusions graphically

16

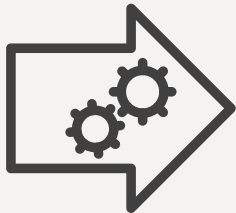
Telling Your Story

- Utilizing tools, tips, and techniques to present your story to multiple audiences
- Creating and delivering a brief presentation that inspires and persuades



Learn

the key business skills and knowledge
you need for your management role
today and tomorrow



Practice

the skills you learn and get feedback,
recommendations and coaching



Use

what you learn and practise as soon as
you get back to your office

For more information please contact:

 +32 2 543 21 20

 info@mce.eu

Visit mce.eu

