

MANAGEMENT IN CHANGE

MANAGEMENT IN CHANGE is the management training program designed for manufacturing and service company **managers** and aims to strengthen their managerial competence and behaviour in relation to the following priorities:

- **ability in reading and understanding** the economic / financial aspects
- **qualifying managerial behaviour** in line with one's role
- improving **leadership skills**
- **ability to manage innovation projects**

WE WILL WORK

- to know how to perform the role of manager adequately in new contexts
- to improve one's effectiveness in the use of managerial techniques and tools
- to acquire fresh awareness of the competences required for one's role and areas for improvement
- to encourage the implementation of a personal managerial development plan

FORMAT

The program consists of 54 hours in 5 modules, spread over a 4-month period. The project participants will include Top managers, Department and Business Unit managers, as well as other Managers shouldering significant responsibility.

1°) CLASS TRAINING PROGRAM

(24 hours - 4 days of class activities)

The class training focuses on some of the main aspects for those who have to deal with change processes, to manage complex problems effectively and to make conscious decisions.

1. The role of the manager in the new competitive scenario

Analysing the changes in managerial tasks and understanding the success factors

* *Combining the requirements of the organization with professional needs*

(orientation towards results versus motivation)

* *Managing relations with Top Management and colleagues*

* *Mapping collaborators*

2. Reading data to create value

Evaluating company activities with a view to create value

* *Effectiveness of measurement systems regarding strategy implementation*

* *Accounting Management principles*

* *Interpreting company economic data*

* *Investment strategies and the business plan*

* *Company financial management*

3. Management of innovation processes

Creating value through innovation processes.

4. Multicultural Innovation Leadership

2°) SELF ASSESSMENT

(12 hours)

The program allows each participant to develop awareness of the level of managerial skills in relation to current role and to identify areas for improvement in managing human resources. It also allows to foster exchange of ideas on critical points in managing collaborators/colleagues and to improve adequacy in relation to one's role.

The model used identifies two main aspects to describe the managerial role :

- **Adequacy for the position covered**

The ability to recognize one's skills and to carry out one's responsibilities with authority

- **Effective behaviour**

The ability to inspire and obtain performance in line with objectives and required results

I) *Class activity in a group*

(8 hours)

A series of activities will be carried out either individually or in subgroups.

These will be of a logical, deductive or relational nature, based on the analysis of real situations or simulations, but all of them will be chosen to encourage a reflection on one's managerial skills with the aim of **extrapolating strengths and weaknesses**. Particularly:

- Adequacy for the position covered
 - Strategy & Organizational Awareness*
 - Innovation*
 - Leadership,*
 - Communication*
 - Emotional Intelligence*
- Effective behaviour
 - Problem Solving / Decision Making*
 - Negotiation*
 - Teamwork*
 - People Management*
 - Planning & Controlling*
 - Business Know How*

II) *Individual Interview*

(2 hours)

The individual interview completes the self-assessment path.

It is one to one and aims to explore one's own personal characteristics alongside managerial skills.

III) *Final feedback interview*

(2 hours)

Comment on the individual report - *Comparison with the assessor's evaluation*

The last step is the final feedback interview with the Assessor, during which the individual report is discussed and delivered.

3°) NETWORK MANAGEMENT - *the way the world is changing* (6 hours)

This module is dedicated to exchanges between managers and international experts to understand the competitive challenges of the global market place and to start an exploration of possible business opportunities that could be developed. Chance's experts will coordinate the videoconference sessions.

The last videoconferences were:

1. Energy Saving: *Think strategic, act now!*

Combining profitability and sustainability

2. Crating Value through technologies

Achieving economic value by innovating ICT processes and improving competitive advantage

3. Multicultural Business Leadership

Managing teams and projects in an international context.

4°) LABORATORY TO DEVELOP EFFECTIVE INTERPERSONAL SKILLS

An experimental laboratory in which participants can experiment and share techniques and tools to improve effective communication with bosses, colleagues and collaborators.

The activities include sessions on the following aspects:

- the dimensions of Emotional Intelligence
- roles and responsibilities
- techniques to communicate effectively
- managing your boss

5°) VISITING TOUR (Optional module) (46 hours)

The training week abroad is always held in places of special interest which are topical and innovative. The aim is not just to encourage the development of commercial relations, (" doing business with..") but rather to offer participants an opportunity to exchange opinions with international operators, businessmen and university professors regarding new economic prospects and the major changes happening in these areas and the effects they will have on the international scene.

This phase consists of 3 phases:

- 1 study day on socio economic factors
- 1 training week abroad;
- 1 follow up seminar on the experience;

HOW WE WILL WORK

The teaching is original, rich and broad-ranging as it focuses on both the improvement of management competence and the sharing of experiences and new contexts. The development of managerial skills is achieved through teaching and testimonials provided "first hand" by businessmen and international economic development experts. The program seeks to provide an opportunity to develop whilst maintaining constant relevance to the characteristics of the companies.