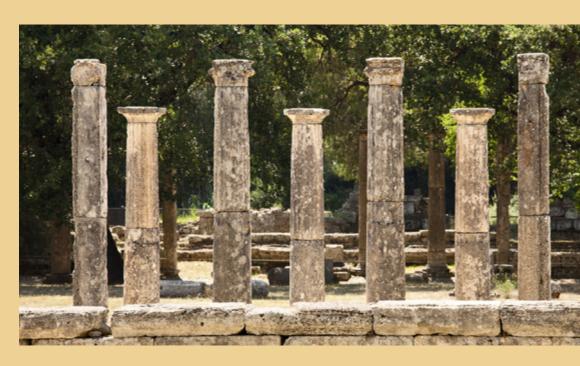


PERSONAL, PROFESSIONAL AND ORGANIZATIONAL SKILLS DEVELOPMENT PROGRAM

The PILLARS



of A Successful Manager's Life

- 1 Vision / Inventiveness / Ingeniosity
- 2 Focus on Results
- 3 Ability to Organize Work
- 4 Ability to Adapt
- 5 Team Management
- 6 Relational Ability
- 7 Performance Management

Being responsible for a team is the main challenge for any manager because the human factor is the essential ingredient of any project.

This program proposes an approach to developing skills related to human behaviour and people management practices. THE 7 PILLARS OF A SUCCESSFUL MANAGER'S LIFE suggests that managers adapt their methods according to the characteristics of each member of their team. By adapting their intervention strategies to the personality of their team members, managers ensure that they fulfill their role effectively through their mastery of skills related to the key performance indicators (KPIs) of tasks that must be accomplished.

The diversity of attitudes and behaviours observed in all situations of human interaction can be explained through the concept of *personality dynamics*. In a personality dynamics framework, each person is made up of four components, whose proportions vary from one person to another: imagination, reason, emotions and action.



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EXPECTED RESULTS

At the end of this development process, each participant will have:

- Identified their level of skill in people management.
- Discovered the specific expectations of their employees regarding their role as manager.
- Specified targeted strategies to meet the needs of those around them.
- Developed improvement plans to enhance their people management skills.

MATERIAL AND METHODOLOGY

Upon registration, each participant will receive a self-assessment questionnaire to be completed before the beginning of the sessions, from which their 7-D PROFILE will be established and then provided at the first meeting. This 60-page custom report is an estimate of the level of mastery as well as the level "required for the job" of 35 different skills. Comparative information based on a large sample of nearly 1,000 managers confronted with the same realities will also be included in the report. Sophisticated statistical analysis, with a cross-section of more than 500,000 data, makes it possible to identify strengths and areas for improvement among a set of 220 specific attitudes and behaviours.

Throughout this program, different teaching strategies will be used: brief thematic presentations, small group discussions, case studies, individual reflections, self-evaluation questionnaires and sharing in plenary meetings. All the exchanges, carried out in the greatest respect for the rules of confidentiality, will be based on the in-depth analysis of the 7-D PROFILE and on topics of reflection presented in this participant manual.

IMPLEMENTATION METHODS

This program can be tailored to meet individual as well as collective needs. The program can be provided in businesses or for business groups according to a specific set schedule.

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PROGRAM OUTLINE

This 4 non consecutives days program will cover these topics:

DAY 1

Personality Dynamics

7-D PROFILE

PILLAR 1 Vision / Inventiveness / Ingenuity

- 1.1 Vivid imagination
- 1.2 Ingenuity
- 1.3 Independence
- 1.4 Quest for usefulness

PILLAR 2 Focus on Results

- 2.1 Proactive attitude
- 2.2 Focus on objectives
- 2.3 Focus on effectiveness
- 2.4 Commitment
- 2.5 Pride

DAY 2

PILLAR 3 Ability to Organize Work

- 3.1 Analysis ability
- 3.2 Rationality
- 3.3 Focus on efficiency

PILLAR 4 Ability to Adapt

- 4.1 Quest for harmony
- 4.2 Flexibility
- 4.3 Self-control

PILLAR 5 Team Management

- 5.1 Focus on other people
- 5.2 Team spirit
- 5.3 Mobilization
- 5.4 Expression of emotions

DAY 3

PILLAR 6 Relational Ability

- 6.1 Openmindedness
- 6.2 Ability to establish contact
- 6.3 Listening ability
- 6.4 Availability
- 6.5 Extrapolation ability
- 6.6 Insight
- 6.7 Clarity of expression
- 6.8 Accuracy in the message

DAY 4

PILLAR 7 Performance Management

- 7.1 Thoroughness
- 7.2 Good judgement
- 7.3 Diagnosis ability
- 7.4 Results measurement
- 7.5 Consequences identification
- 7.6 Focus on performance improvement
- 7.7 Recognition
- 7.8 Creation of a favourable environment

