

The development program for the proximity
manager...

Because your motivation and performance amplify
those of your employees...

BeHave
MODEL ACTS®



So that you can efficiently support your employees towards amplifying their Talents and their associated performance.

... And because you are the essential driving force behind this successful process, we have chosen to offer you a training course which is :

→ Efficient, Interactive and Playful



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The Gallup Q12 surveys reveal that 70% of employee engagement variation is due to managers. The most engaged employees are those who have an open and approachable manager. 50% of employees left their job at some point in their careers to escape their manager.

Soft skills are now essential for innovative leadership.

Robots, technology and artificial intelligence will process billions of pieces of information faster, better, and more accurately than us. In the face of this technological explosion, which will wipe out many of today's jobs, we will be left with our incredible ability to connect and create emotions.





How does it Work ?

- ✓ Debriefing of your BeHave Compass + Talents Profile
- ✓ 1 face-to-face meeting every 2 months for 8 months including :
 - Morning Session : 1 Master-Class
 - Afternoon Session : CO-Development workshop to put the Master-Class into practice.
- ✓ A follow-up E.learning between each bi-monthly appointment

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Beforehand :

Each Manager completes the BeHave COMPASS and TALENTS personality test and receives a 2-hour personalized debriefing which will enable him/her to define his/her managerial profile as well as the development areas of his/her Talents.

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A complete program for the development of Proximity Managers' skills consisting of 4 essential themes :

- Theme 1 : **M**Otivate : The Proximity Manager, Supporter of Employee's Motivation
- Theme 2 : **D**evelop, **E**levate , **A**mplify → The Proximity Manager, Revealer of Employee's Talents
- Theme 3 : **C**oach **T**alent and **S**trength → The Proximity Manager, Reinforcement Coach and Employee's Development
- Theme 4 : **A**gility and **C**hange → The Proximity Manager, Supporter of Creativity and Collective Intelligence for more efficiency.

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E.Learning

Each Module has a pedagogic approach that is both playful and interactive. You'll be supported by a virtual professor who will teach you through movie extracts, documentaries, Ted Talks, practical cases, quizzes, and games!





Theme 1 : **MO**tivate : The Proximity Manager, Supporter of Employee Motivation



Part 1 : 1/2 Day + E-Learning (1h30)

- GALLUP Employee Engagement Definition
- Positive work engagement
- Negative work engagement
- GALLUP Q12 questionnaire
- Causes of non-engagement
- How to promote Engagement ?
- The 2 components of motivation:
Intrinsic vs Extrinsic
- The 4 quadrants of motivation
(Colors)
- Daniel PINK: The Science of Motivation
- How to make extrinsic motivation more effective
- Psychological needs and intrinsic motivation
- The need for autonomy
- The need for mastery and competence
- The need to belong
- The need for purpose



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Theme 1 : **MO**tivate : The Proximity Manager, Supporter of Employee Motivation

Part 2 : 1/2 Day + E-Learning (1h30)

How can the Manager increase the intrinsic motivation of employees?

- How to amplify the need for autonomy: 3 observations
- How to increase the need for autonomy in your employees: 3 recipes for success
- How to increase the need for skills mastery: 3 observations
- How to amplify the need for your employees to master their skills: 4 recipes for success
- How to increase the need to belong: 2 observations
- How to increase the need for each employee to belong to his/her team : 3 recipes for success
- How to increase the need for purpose: 1 observation
- How to increase the need for purpose: 1 recipe

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1 (compétence + / motivation +) de chacun de mes collaborateurs

Qu'est-ce qu'une force ?

On amplifie ses talents à travers la pratique et le développement afin qu'ils deviennent des forces.

TALENT NATUREL + TRAVAIL D'OPTIMISATION = FORCE

Theme 2 : Develop, ELevate, Amplify : The Proximity Manager, Talent Revealer of his employees

Part 1: 1/2 day + E. Learning (1h30)

Step 1: I identify the Talents of each of my employees

- Situational management (Kenneth Blanchard and Paul Hersey)
- What is the talent of each employee?
- Talent needs a favorable environment to express itself
- Talent and the context in which it is expressed are inseparable
- Talent can only be appreciated in a group that recognizes it as such
- Should the employee work on his/her strengths or development points?
- The 5 Components of Talent
- What is a Force?
- Difference between talent and potential
- Positive psychology
- Work on strengths!

1 J'identifie les forces et talents (compétence + / motivation +) de chacun de mes collaborateurs

DO WORK WITH LOVE

5

Karen a été chargée de diminuer les dépenses de son département de 10% afin d'augmenter la rentabilité. Elle craint que ces réductions budgétaires ne compromettent l'achèvement d'un important projet déjà en cours de réalisation par son département. Elle pense que si elle retarde la mise en application des réductions, elle pourra optimiser certaines procédures qui lui permettront de réaliser des économies en deux mois. Karen est convaincue que son approche est la bonne et pense avoir le soutien de son supérieur. Son supérieur lui a demandé de présenter son cas à la direction. Elle est nerveuse. Et si elle n'était pas convaincante ? Cliquez sur la bonne réponse.

D1

D2

D3

D4

BRAVO !



La conférence TedX de Eduardo Briceño : « Comment devenir meilleur dans ce qui nous importe »



Glissez chaque étiquette vers sa bonne définition à propos des 5 composantes du talent.

Faisabilité	Quelque chose qu'on sait faire plusieurs fois
Facilité	Quelque chose qui donne de la joie à le faire
Reproductibilité	Quelque chose que l'on fait aisément à chaque fois
Ptisir	Quelque chose que les autres vous attribuent
Reconnaissance	Quelque chose qu'on a toujours su faire



2 Je choisis 2 talents à amplifier



Theme 2 : Develop, ELevate, Amplify : The Proximity Manager, Talent Revealer of his employees

Part 2 : 1/2 Day + E-Learning (1h30)

- Step 2: I choose 2 Talents to develop
- Step 3: I coach my employee for both his development objectives, and we establish a common choice
- Step 4: I check that my employee shares (motivation) these 2 objectives
- Step 5: I define measurement and progress indicators with my employee
- Step 6: I accompany my employee and agree with him/her on a partnership for his/her development over 6 months
- Step 7: I measure with my employee the path to success along my coaching sessions

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Theme 3 : Coach Talent and Strength: The Proximity Manager, Coach for the reinforcement and implementation of Talents by his employees

Qu'est-ce que le coach ?

	Instructions verbales seulement	Instructions verbales + Démonstration
Informations retenues au bout de 3 semaines	70	72
Informations retenues au bout de 3 mois	10	52

Les qualités du Manager-Coach

- Délimiter clairement le cadre
- Conjuguer non jugement, confiance et authenticité
- Développer la « congruence »
- Toujours croire en l'autre
- Métacommuniquer
- Ne pas se « projeter » dans la situation du coaché
- Pas trop d'expertise



La pyramide des Compétences du Manager-Coach



Part 1: 1/2 day + E-Learning (1h30)

What is good coaching ?

- The Manager-Coach Competency Pyramid
 - Qualities of the Manager-Coach
 - The risks of coaching
 - The Manager-Coach's interests
 - What the Manager-Coach is not
- The different forms of Management-Coaching :
 - Integration Coaching
 - Maintenance Coaching
 - Growth Coaching
 - Performance Coaching

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Les 8 étapes en Couleur du Manager-Coach



Theme 3 : **C**oach **T**alent and **S**trength: The Proximity Manager, Coach for the reinforcement and implementation of Talents by his employees

Part 2: 1/2 day + E-Learning (1h30)

- The 8 Steps of Manager-Coach
 - The 8 Management Styles in Colour
- Step 1: Show your support
Step 2: Define the situation and your needs
Step 3: Establish the impact
Step 4: Initiate an action plan
Step 5: Get commitment from the employee
Step 6: Deal with excuses and resistance
Step 7: Clarify the consequences
Step 8: Don't give up

Etape N°3 : Etablissez l'impact



Les talents de l'équipe ont été utilisés pour définir la situation et les besoins, convenir d'un objectif à l'issue de la réunion. Vous ne lâchez rien avant d'être sûr de l'impact.

Les 8 styles de Management en Couleur

Rouge - Jaune = Motivateur

Vous vous donnez les moyens d'influer sur votre équipe. Votre qualité principale est votre communication qui est particulièrement persuasive.

Vous savez donner du sens et une vision à vos collaborateurs.

Vous utilisez ces talents pour orienter l'équipe vers l'atteinte de résultats élevés. Vous êtes motivé par le challenge et la réussite.

Pour parvenir à vos fins, vous faites preuve d'un engagement et d'une persévérance dans la résolution des problèmes.

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Les 4 principes du Management agile

Principe N°3 : L'acceptation du changement

- Intégrer une culture de changement
- On ne peut pas arrêter le monde pour prendre un recul, il faut suivre en même temps
- Changer le management plutôt que manager le changement



Theme 4 : Agility and Change : The Proximity Manager, a catalyst for creativity and collective synergy in the service of performance

Part 1 : 1/4 day + E.Learning (45')

The context of agility

- The V.U.C.A
- What is agility in uncertain times?
- Agile and Change Management
- The 4 Principles of Agility and Change Management :

- Team
- Cooperation
- Acceptance of change
- Innovation

Le client (ou l'utilisateur) doit être impliqué dans le développement

Équipe

Coopération

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1^{er} principe : L'équipe

Manager l'équipe avec agilité

- La réunion « Ca se discute »
- Le « Vous et moi »
- La « Fête de la défaite »



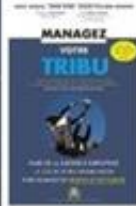
Theme 4 : Agility and Change : The Proximity Manager, a catalyst for creativity and collective synergy in the service of performance

Part 2 : 1/4 day + E.Learning (45')

Developing team agility

- Tribal leadership
- Why foster team dynamics?
- Manage the team with agility:
 1. Have exemplary behavior.
 2. Facilitate communication.
 3. The Trust Account.
 4. The "Let's talk" meeting.
 5. "You and me".
 6. The "Defeat Party".
 7. The non-punishment of error, charter.
 8. The declaration of unhappiness.
 9. The managerial community.

1^{er} principe : L'équipe



D'après David Logan, quel est le pourcentage des personnes qui agissent stade 3 : «Je suis géniale (et pas toi) »
Cliquez sur la bonne réponse.

- 14 %
- 23 %
- 38 %
- 48 %
- 57 %

2^{ème} principe : La coopération



Elizabeth L.

Theme 4 : Agility and Change : The Proximity Manager, a catalyst for creativity and collective synergy in the service of performance

Part 3 : 1/4 day + E.Learning (45')

Developing agility through cooperation and listening to the customer

- From Consumer to "Actor"
- An exemplary model of cooperation: MICHELIN
- 4 types of recognition

ue pratique à la bonne composante du management agile.

Article
dans la presse
interne

Reconnaissance professionnelle	Reconnaissance matérielle	Reconnaissance honorifique

3^{ème} principe : L'acceptation du changement

5 manières de manager dans une ère de changement permanente



Jim Homerling

Theme 4 : Agility and Change : The Proximity Manager, a catalyst for creativity and collective synergy in the service of performance

Part 4 : 1/4 day + E.Learning (45')

Promoting the acceptance of change by the team

- Actors of change (Decision-makers, Employees, Middle managers)
- Resistance to change
- Forms of resistance to change
- How does an agile manager lead change? Kotter's 8 Stages of change
- 5 ways to manage in an era of permanent change:
 1. Putting people first
 2. Follow through
 3. Enable people to succeed
 4. Create a culture of continuous learning
 5. Inclusive and empowering leadership

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3^{ème} principe : L'acceptation du changement

Les formes de résistance au changement



Remettez les 8 étapes du changement dans le bon ordre en glissant chaque étiquette au bon endroit.

Associer les nouvelles mesures dans la culture d'entreprise

Les 8 étapes du changement de Kotter

4^{ème} principe : L'innovation

Google, l'entreprise disruptive du Management de l'innovation



Bill Gross

Theme 4 : **A**gility and **C**hange : The Proximity Manager, a catalyst for creativity and collective synergy in the service of performance

Part 4 (continuation)

Creating an agile innovation culture to anticipate and respond to new customer needs

- Google, the disruptive innovation management company
- 7 ideas that work to boost innovation :
 1. Think x10
 2. Launch initiatives and then stay tuned
 3. Share everything you can
 4. Hire the right people
 5. Use the 70/20/10 model.
 6. Look for ideas everywhere!
 7. Focus on the users, not the competition
- Agile innovation is bringing the right idea at the right time in relation to customer needs and maturity

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4^{ème} principe : L'innovation

Google, l'entreprise disruptive du Management de l'innovation

7 idées qui fonctionnent pour booster l'innovation

3- Partagez tout ce que vous pouvez

4- Embauche les bonnes personnes

