Managing without authority: the art of leadership

To adapt to today’s increasingly complex and fast-changing environment, more and more companies operate in matrix management or project management mode. Using this method to manage teams implies bringing together people from different departments, different business lines, different offices and even different countries without having any hierarchical authority over them. However, making sure these different players effectively team up and cooperate with one another on a joint project is no easy matter. This is the issue we now refer to as transverse management. How do you go about gaining others’ commitment? How do you give consideration for different and sometimes conflicting interests? Since transverse managers cannot fall back on their staff authority, they will have to develop the perception they have of their environment and their leadership. This course will show you how to achieve this using straightforward, proven techniques that will allow you to analyse your situation and give it the impetus required for its success.

This course is intended for:
• Transverse managers
• Business Unit managers
• Local managers

After this course, you will be able to:
• Analyse your situation and the possible areas for progress
• Build up the cooperation of those involved in your transverse assignment
• Influence those involved to gain their commitment in the action undertaken

The benefits of this course for you and your company:
• Better collaboration between project players leading to improved performance
• Greater commitment from those involved in the transverse assignment
• You will enhance your leadership
LEARNING PLAN

1 Analyse the environment of the transverse situation
   • Take stock of the specificities inherent in transverse management
   • Identify the behaviour of the players involved

2 Map the players and those who can back you
   • Identify the issues at play for those involved
   • Identify those who can give you backing in the project

3 Convince and influence those involved in the transverse project
   • Express requests or refusals assertively
   • Mobilise the project’s players
   • Use different levels of reasoning to better convince others
   • Communicate convincingly on the project
   • Enhance your leadership

The Mentored Action Learning™ pedagogical method
   • Real application of knowledge, because the learner conducts a mission during the course
   • Preparation of the mission and feedback on the experience, under the guidance of a certified trainer
   • CrossKnowledge’s online tools and contents, developed with the world’s best experts in management and used in the leading business schools
   • Measurement of the growth in skills obtained

THIS COURSE LASTS FOR 3 MONTHS