



# MANAGING IN A NON-HIERARCHICAL SITUATION

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 programme is designed for:

- cross-functional managers
- business unit managers
- line managers

## At the end of this course you should be able to:

- analyse your position and identify areas for improvement
- enhance cooperation between people involved in your cross-functional remit
- influence those people and get them actively involved

**The management certificate shows you have acquired the skills covered in the course.**



## Benefits of the programme:

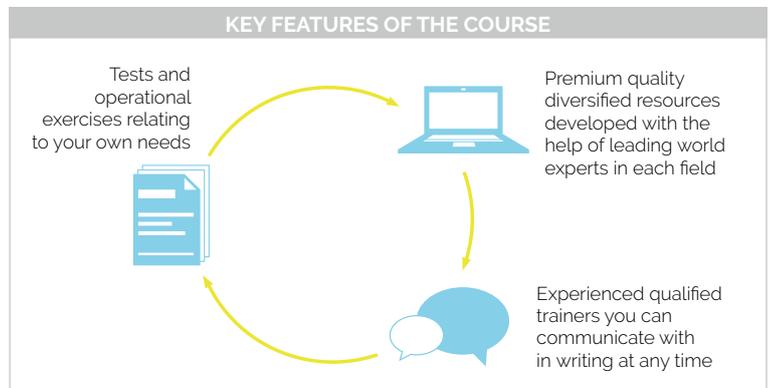
improved cooperation between project team members, leading to enhanced performance  
stronger commitment from cross-functional team members  
enhanced leadership skills

## 3 MONTH TRAINING PATH (21 HOURS)

A welcome message includes your login ID for the training course website.

### 1 Preparing for the programme

Assess your level before you begin your training, and tell us what you expect from the course so that your trainer can recommend a personalised training path.



### 2 Mastering the fundamentals

Begin training and putting the fundamentals into practice, making the most of your trainer's experience and advice.

- WHAT YOU WILL LEARN**
- Analysing the environment of the cross-functional situation
    - Reviewing cross-functional management principles
    - Identifying people's behaviour
  - Drawing up a 'people chart' and identifying sources of support
    - Identifying what people's vested interests are
    - Identifying who is most likely to help you bring the project to fruition

### 3 Building on what you've learned

Consolidate the skills you've acquired and build on them. Receive an action plan recommended by your trainer.

- WHAT YOU WILL LEARN**
- Convincing and influencing people involved in a cross-functional project
    - Formulating a request or refusal in an assertive way
    - Getting people behind the project
    - Using different kinds of argument to convince people
    - Talking convincingly about a project
    - Sharpening your leadership skills

### 4 Receiving your certificate

Your trainer assesses your progress on the course. When the course is completed, you'll receive a certificate endorsing the skills you've acquired.

