



# Management Essentials

## Digital Content Overview

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Mercuri International

# Management Essentials



## Target

New managers as well as experienced managers who want to improve or refresh their leadership skills.



## Format

Interactive modules, videos, examples, practical exercises, questionnaires, downloadable documents, etc.



## Usage

Create your own Management Essentials path, mixing and matching all the elements presented in the 9 learning bites.



## Objectives

A 360° training course on everything that being a manager involves, to make you a more effective leader.



## Duration

May vary, depending on the elements included. Also in combination with face-to-face or virtual classroom.



## What you'll learn

The modern workplace depends on continuous and increasing flexibility, requiring an up-to-date manager. What does this mean for leaders like you? How can you develop your leadership skills?

**Find out more in the next pages**

# Management Essentials

## The 9 Learning Bites

- 1 Effective Communication
- 2 Managing Challenging Communication
- 3 Mastering Virtual Meetings
- 4 Adaptive Leadership
- 5 The Coaching Approach
- 6 Feedback that Leads to Change
- 7 Time Management
- 8 Change Management
- 9 Leading & Managing Multifunctional Teams

Let's explore each  
learning bite!

# 1. Effective Communication

## Objectives

Learn how to communicate effectively adapting to different environments and styles of communication.

## What you will learn

You will master all communication techniques and learn how to adapt your communication to fit different communication styles and environments (such as face-to-face or virtual). You will also have the chance to learn about your preferred style of communication and how to use it at your advantage.



### 1h of digital learning

Also in combination with face-to-face or virtual classroom.

# Effective Communication

## Content Overview

### 1 The many facets of a message

- Discover how to avoid misunderstanding, by being aware of the different levels of meaning in a message

### 2 Discover your style! (4P test)

- Learn your dominant style of communication

### 3 Understanding personality types

- Discover the different communication styles and how you should change your behavior accordingly

### 4 Effective communication

- Master all communication techniques and learn how to adapt your communication skills to a face-to-face or virtual environment

### 5 Effective communication: a summary

- Review the most important tips to communicate effectively and to interact well with different personality types.

### 6 Active listening

- Learn how to take your listening skills to the next level

# Effective Communication



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POLL



VIDEO



EDITORIAL



TEST



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SUMMARY



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# 2. Managing Challenging Communication

## Objectives

Learn how to handle challenging communication as a leader.

## What you will learn

You will learn about the different life positions you or your team members may find yourself into while navigating challenging communication. You will find out how to understand and improve your and your interlocutors' state of mind, to reach a satisfactory outcome in any difficult situation.



**30 minutes of digital learning**

Also in combination with face-to-face or virtual classroom.



# Managing Challenging Communication

## Content Overview

### 1 Life positions test

- Discover what is your Life Position regarding a particular challenging situation that you're facing and how you can improve your situation

### 2 Relations between life positions

- Review the table to discover how it influences your conversations with others

### 3 Managing challenging communication

- A leader has to be sure that their messages are received with as little misunderstanding as possible. Discover how to handle challenging communication

# Managing Challenging Communication



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# 3. Mastering Virtual Meetings

## Objectives

Learn how to navigate web meetings successfully and how to exploit their many advantages.

## What you will learn

Learn about the difference between virtual meeting and face-to-face meetings, and how to best prepare for virtual meetings. You will learn the tools and tips to achieve great results with web meetings, and you will be able to pass this knowledge on to your team.



### **40 minutes of digital learning**

Also in combination with face-to-face or virtual classroom.

# Mastering Virtual Meetings

## Content Overview

### 1 Differences between face-to-face and virtual meetings

- Understand the numerous advantages and the unique challenges that virtual meetings present so you can lead your team effectively

### 2 Effective use of web meetings

- Explore some tips for handling web meetings effectively

### 3 Web meetings: a checklist

- Review the key learning points of effective web meetings

# Mastering Virtual Meetings



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CHECKLIST



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# 4. Adaptive Leadership

## Objectives

Enhance your leadership skills and learn how to adapt your leadership style to guide your team to success.

## What you will learn

You will learn about the 5 different leadership styles, when it is appropriate to use each one according to your team member's competence levels and determination. You will also find out which one is your preferred leadership style.



### 1h of digital learning

Also in combination with face-to-face or virtual classroom.

# Adaptive Leadership

## Content Overview

### 1 Who is the best manager?

- Review the different management styles and determine which one is the best in your opinion

### 2 Competence levels

- Discover the factors that influence your team members' different competence levels at work

### 3 Leadership styles

- Learn about the main leadership styles and how to adapt your leadership style according to the person you are talking to

### 4 Let's practice!

- Find out if you would be able to use the correct leadership style with each team member in this simulated scenarios

### 5 Discover your preferred leadership style

- Figure out what is your predominant leadership style

### 6 Competence assessment test

- Discover the level of resources and determination of your team members

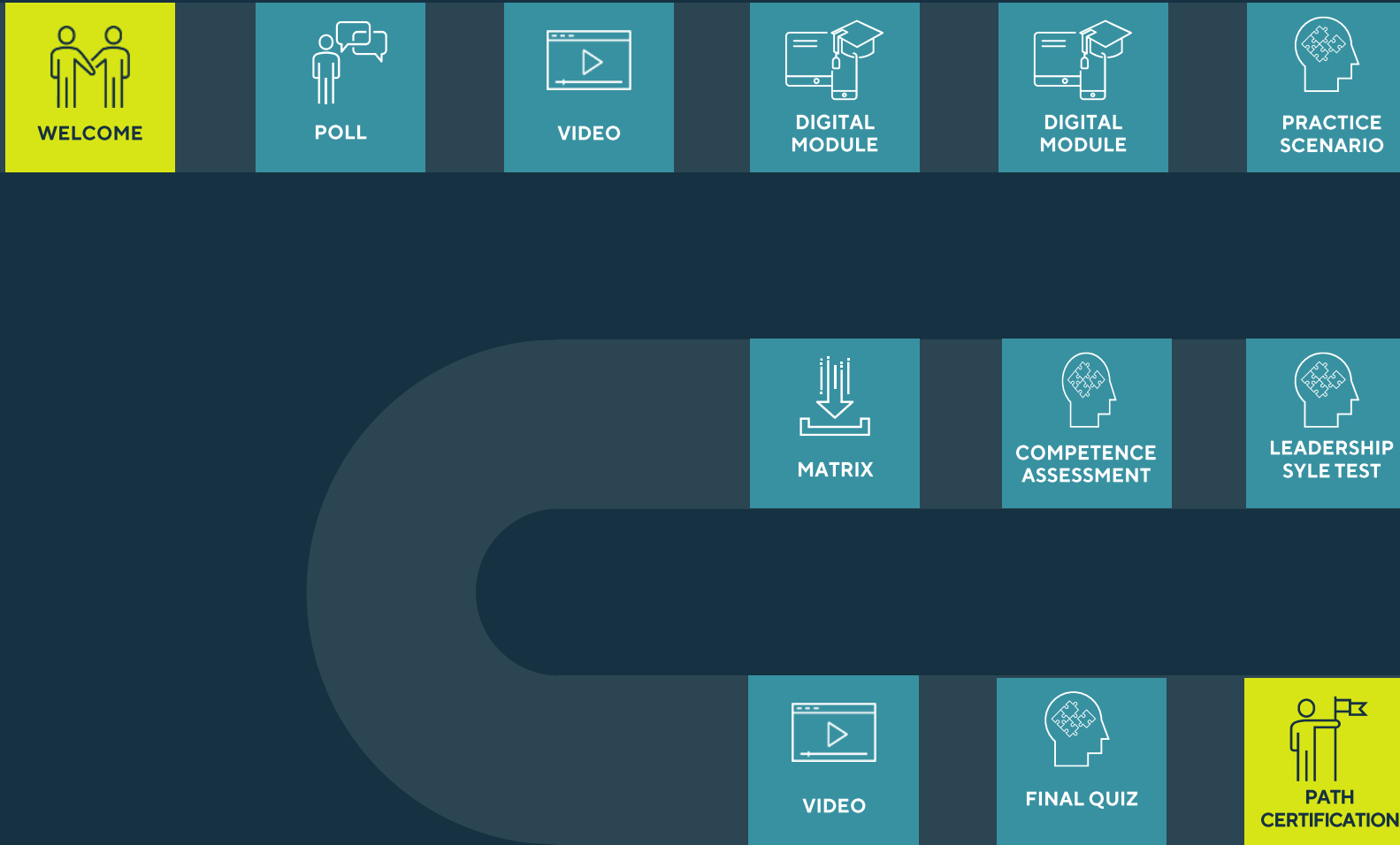
### 7 Competence assessment matrix

- Review the matrix to find out which is the best leadership style to adopt according to different competence levels

### 8 Who is the best manager? Find out!

- Find out which management style is the best one between the ones seen in the video at the beginning of the path

# Adaptive Leadership





# 5. The Coaching Approach

## Objectives

Learn what makes a good coach and how to effectively help your team grow as a leader.

## What you will learn

You will learn how to coach your team using a set of best practices and using the GROW model for coaching, and you will be able to practice what you have learned through a simulated scenario.

At the end of this course, you will be able to help your team set goals and increase their motivation to reach them.



**1:30h of digital learning**

Also in combination with face-to-face or virtual classroom.

# The Coaching Approach

## Content Overview

### 1 Coaching: an introduction

- Discover why coaching is vital for a leader and learn about how to start coaching

### 2 The GROW coaching model

- Learn about one of the most widely known and used models for coaching: The GROW Model

### 3 Think like a coach

- You have learned what makes a good coach and how to coach using the GROW model. Practice what you have learned in this realistic simulated scenario

### 4 Coaching: a summary

- Review the key learning points to be at your best while coaching

### 5 Setting smart objectives

- Discover how to set clear objectives for a successful relationship with your team. It will empower them, make them responsible and drive them to reach their goal

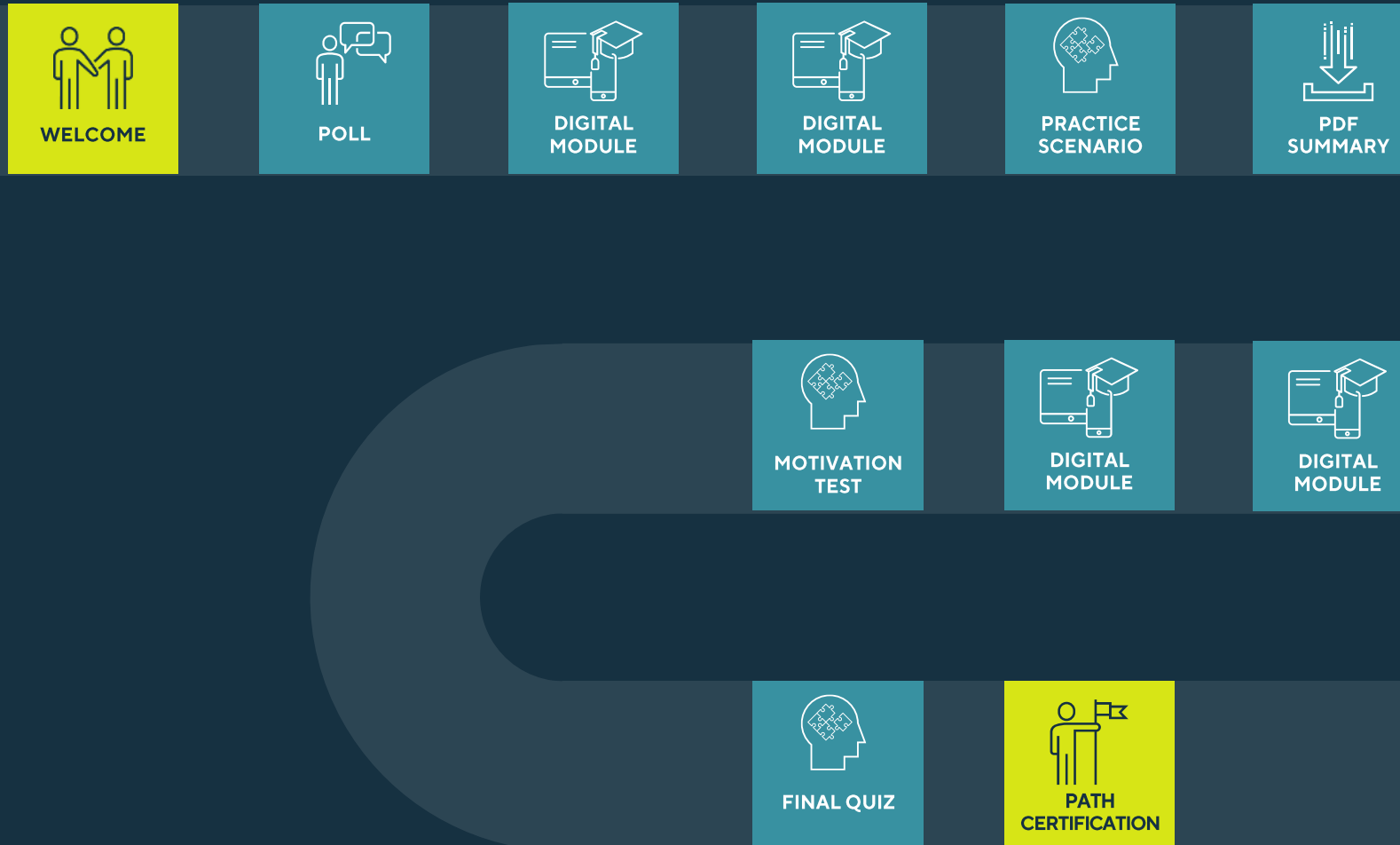
### 6 Enhancing motivation

- Learn why motivation is relevant on the job, and how you can successfully motivate your team

### 7 Motivation test

- Discover what is more important to you and what drives your own motivation at work

# The Coaching Approach



# 6. Feedback that Leads to Change

## Objectives

Learn how to give good feedback that leads to positive change and encourages your team members to keep growing professionally.

## What you will learn

You will learn about the characteristics that distinguish effective from ineffective feedback, the process you should follow to appropriately give or receive feedback and how to foster your team's motivation to change. You will also have the opportunity to practice your knowledge using a realistic simulation.



**45 minutes of digital learning**

Also in combination with face-to-face or virtual classroom.

# Feedback that Leads to Change

## Content Overview

### 1 How to give feedback

- Learn more about how to distinguish effective from ineffective feedback, motivate your team to change, and the correct process to follow while giving or asking for feedback at work

### 2 The feedback process

- Explore the steps to follow in order to appropriately give or receive feedback

### 3 Is your feedback effective?

- Test your feedback in real-life situations. Find out if you would be able to choose the correct response in every simulated scenario

### 4 Tips for effective feedback

- Review the most important tips to remember when giving or receiving feedback to keep growing professionally

# Feedback that Leads to Change



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PRACTICE  
SIMULATION



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# 7. Time Management

## Objectives

Apply the right strategies to manage your time effectively and achieve your ultimate goals.

## What you will learn

Discover all the strategies that can help you manage your life efficiently and effectively, understanding what important activities need to be completed to achieve your goals and all those that make you waste your time instead.



### 1:30h of digital learning

Also in combination with face-to-face or virtual classroom.

# Time Management

## Content Overview

### 1 How to be efficient and effective

- Discover the 4 situations we encounter when dealing with a task and how to manage them
- Explore some useful tools that help better organize your work

### 2 Timewasters

- Recognize all those useless activities that make you waste your precious time and learn how to avoid them

### 3 Strategies to manage time and reduce stress

- Explore the best strategies that can help you manage your time effectively while reducing stress

### 4 Defining your priorities

- Understand how to prioritize goals and achieve them by focusing on important tasks

### 5 Focusing on what is important

- Understand the difference between what is important and what is urgent
- Define what tasks need to be prioritized and what can be delegated

### 6 How to delegate

- Learn how, what and when to delegate
- Evaluate the pros and cons of the delegation process
- Discover what are the best strategies you can apply to succeed when delegating

### 7 How to save time top 20

- Discover the 20 top tips that can help you save time and become more productive

### 8 Let's practice!

- Put into practice what you have learned about time management so far in a realistic scenario



# Time Management



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# 8. Change Management

## Objectives

Learn how to successfully guide the change process.

## What you will learn

There are typically 4 phases each member of your team could go through during a process of change: status quo, avoidance, confusion, and insight. You will learn how to guide your team to the « insight » phase as soon as possible, and help them eliminate the barriers they encounter to a successful and pleasant change process for everyone involved.



**1:30h of digital learning**

Also in combination with face-to-face or virtual classroom.

# Change Management

## Content Overview

### 1 The 4 phases of change

- Learn more about the 4 phases of change that people have to face during a change process: status quo, avoidance, confusion, insight

### 2 Leading change

- Find out if you would be able to help your team successfully go through the cycle of change with this scenario

### 3 Tips to navigate the 4 phases of change

- Review the 4 phases of change and their main characteristics, plus some tips on how to best deal with each one of them

### 4 Barriers to change

- Learn how to overcome the different factors that can affect your team during change, acting as a barrier and preventing them to effectively implement the desired change

### 5 Reflection point

- Reflect and come up with new ideas on how to prepare your team to successfully face the change process

### 6 Success factors in change management

- Review a set of guidelines that can serve as an overview of the different aspects that should be taken into account to varying degrees in a change process

# Change Management



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VIDEO



PRACTICE SCENARIO



PDF SUMMARY




CHECKLIST



OPEN QUESTION



DIGITAL MODULE



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# 9. Leading & Managing Multifunctional Teams

## Objectives

Learn how to successfully work with one or more diversified groups of people performing very different tasks among them.

## What you will learn

Understand how to create an effective team, building meaningful relationship with its members to develop trust and influence them even without authority through motivation. Learn how to read and manage cultural differences so that they can bring strength in your team.



**25min of digital learning**

Also in combination with face-to-face or virtual classroom.

# Leading & Managing Multifunctional Teams

## Content Overview

### 1 Team basics

- Understand what it means to create a team, learning about the different phases of effectiveness and the best features of an effective team

### 2 Developing trust

- Understand the importance of trust in business relations and discover what is the best way to connect with your team by leveraging the different levels of trust

### 3 Influencing without authority

- Discover the role of interest and motivation and learn what it means to leverage on motivation so to be able to negotiate to get what you need

### 4 Culture – Leveraging differences

- Discover how our minds work and what leverages are useful to connect with every culture to understand the main differences between cultures and how they can reflect on the job attitude

### 5 Culture in business

- Understand how cultures influence business relationships and what you could expect when dealing with different ones by improving your awareness of different habits in business through practical examples

# Leading & Managing Multifunctional Teams



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# Mix & Match

Create your own Management Essentials path, mixing and matching all the elements present in the 9 learning bites.

You can include any of the digital contents, tools, and documents you need.







Every year Mercuri International empowers companies in over 50 countries to achieve sales excellence. We serve our clients both locally and globally with customized solutions and industry expertise. We grow profit through people, providing the tools and processes to tackle any sales challenge.

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Get in touch and let's build  
together your Management  
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