

Hands-on course , 2
day(s)
Ref : MGS

Participants

Accessible to everyone whose task is to lead, motivate, and direct a team without hierarchical ties, particularly service providers.

Pre-requisites

No particular knowledge.

Next sessions

Managing Service Providers

Increasing your authority and legitimacy in a non-hierarchical relationship, and encouraging motivation and involvement, is a challenge to be faced in managing outside service providers. This course will enable you to organize and coordinate your service providers, with emphasis on cooperation.

OBJECTIVES

Defining the contractual framework of various service providers
Organizing the work of a team of service providers on an everyday basis
Boosting your legitimacy and trust with all stakeholders
Encouraging involvement with convincing communication.
Managing delicate situations with no hierarchical connections

1) Clarify the contours of the contractual relationship

2) Learn how to institute management without hierarchies

3) Boosting your authority and legitimacy.

4) Adapting your communication

5) Getting service providers motivated and involved

6) Handling situations made difficult by status

7) Building a Personal Progress Action Plan

1) Clarify the contours of the contractual relationship

- Identify the framework of the relationship.
- Understand types of management and service providers.
- Detect the benefits and limits of cross-cutting management.
- List respective rights and obligations: The legal and contractual framework.
- Understand the specifics of cross-cutting management: Cooperation, coordination, relationship.
- Grasp differences in logic and challenges.

Exercise

Create a map of stakeholders. Build a question grid aimed at identifying differences in logic.

2) Learn how to institute management without hierarchies

- Clarify roles, missions, and goals.
- Structure the specifications and organize the contribution meeting.
- Identify services providers' goals with the S.M.A.R.T. method.
- Determine their expectations and motivations.
- Organize and manage a team of service providers on an everyday basis: Task flowchart, types of meetings, etc.
- Build the matrix of roles and responsibilities.
- Define and monitor the expected results of the service: Task sequencing, performance indicators.
- Establish a partnership: Coordination, cooperation, highlighting common interests.

Exercise

Listing the items that affect the choice of time between performance meetings. Building the metaplan.

3) Boosting your authority and legitimacy.

- Spotting different forms of power. Enhance your credibility.
- Legitimize your function, your role: Clarify the roles defined in the contract in a participatory form.
- Develop non-hierarchical authority: Take into account the needs of various stakeholders. Create trust.
- Affirm your leadership position and build charisma.

Exercise

Role-playing based on the charisma and legitimacy of a manager in dealing with service providers. Group debriefing.

4) Adapting your communication

- Communication processes and channels: Question, listen, rephrase, dialog, negotiate. V.A.K.O.G.
- Pass along information using appropriate means. Develop active listening: verbal, para-verbal, non verbal.
- Develop active listening: verbal, para-verbal, non verbal. Use your emotional intelligence.
- Develop a motivating method of communication for use face-to-face, on the phone, and in writing. Email best practices.

Workshop

Identifying communication processes and channels to be put in place in order to clarify and optimize relations between stakeholders. Scenarios: Practicing active listening. Group debriefing.

5) Getting service providers motivated and involved

- Be convincing to mobilize contributors and get them to join the meeting.

- Structure your intervention plan: Context, project challenges, goals, action plan.
- Various cooperative and uncooperative behaviors. Life positions.
- Create a favorable relationship environment. Develop empathy. Grant trust. Give responsibilities. Create the right vibe.
- Tools for influencing and motivating: Identity-realization, belonging, recognition-power.
- Know how to give signs of recognition: The A.S.A.P. method (Appropriate, Sincere, Analytical, Personalized).

Workshop

Role-playing: A meeting to motivate a service provider without hierarchical ties. Preparing the interview with that service provider in subgroups.

6) Handling situations made difficult by status

- Spotting major attitudes in communication: Aggressiveness, manipulation, passiveness, assertiveness.
- Knowing how to "say" things with fairness and authority with the D.E.S.C. tool.
- Managing difficult personalities and removing obstacles.
- Anticipating and defusing conflicts.
- Managing the vibe within the team.
- Know how to refocus if there is a deviation: Prepare for the meeting, proceed through each step.

Exercise

Defuse a managerial conflict with a service provider. Refocus an employee without a hierarchical relationship. Group debriefing.

7) Building a Personal Progress Action Plan

- Self-analysis/diagnosis by each participant.
- Highlight your personal talents.
- Define S.M.A.R.T. goals, a schedule, additional resources. Formalize the expected results.