



MCE Week: Management & Critical Thinking

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Enhance your management abilities by learning key skills such as motivation, delegation, and a comprehensive understanding of finance. You will also sharpen your critical thinking skills to be a more effective business manager.

Highlights

- Learn how to use clear goal setting and professional feedback to manage your team on a daily basis
- Get your personal "My Thinking Styles Assessment" which looks at your thinking style preferences

Key Competences

- Delegation strategies
- Coaching skills
- Performance management
- Understand thinking styles
- Analytical & innovate thinking
- Action planning using data

The Right Programme for You

You are a manager or team leader and need to become a critical thinker and make better decisions in your role. You need to improve your management skills and become a great all-round manager.

Managers

New Managers



Learn, Practice and Use

- **Understand** your management roles and responsibilities
- **Improve** communication with your team & set expectations for you and your direct reports
- **Adapt** your management style to meet the needs of individual team members
- **Communicate** organizational goals that get results
- **Use** effective coaching techniques to maximize your team's performance
- **Understanding** and using the conversational triangle in your management role
- **Explore** real-world examples of why critical thinking is so important in business
- **Choose** the right techniques to recognize assumptions, evaluate arguments and draw the right conclusions
- **Discover** 7 ways to spot a weak argument
- Identify 8 barriers to effective critical thinking

Practical Information

Face-to-Face



4 days
€3,795

Available In-Company

The programme is available as an In-Company solution for your teams. More information at mce.eu/inco

Programme Modules

1

Defining Your Role as a Manager

- Discovering the qualities and abilities required for effective management
- Identifying the roles and responsibilities managers perform
- Exploring the contextual issues and challenges that new managers face today

2

Continuous Performance Management

- Defining the goal of performance management
- Identifying the process and challenges
- Practicing the skills of performance management

3

Communication: Conducting Effective Work Conversations

- Describe the importance of communication to effective management.
- Recognizing the qualities of effective communication.
- Understanding the process of communication and the barriers that can derail it.
- Recognizing different types of work conversations.
- Identifying the two key conversation skills.
- Understanding and utilizing the conversational triangle

4

Coaching for Performance

- Identifying the importance of and requirements for coaching
- Learning the micro-skills of effective coaching
- Confronting problem behaviours in a tactful manner
- Using the AMA Guide to manage a coaching discussion
- Differentiating between coaching and disciplining

5

Building a Motivational Climate

- Recognizing the manager's role in employee motivation
- Exploring important elements of the motivational process
- Utilizing managerial practices for building a motivational climate

6

Delegating for Growth and Development

- Describing the types of delegation that managers can engage in
- Identify the importance of, and the barriers to, effective delegation
- Assessing your current delegation practices and their challenges
- Recognizing what can and can't be delegated
- Identifying the phases of effective delegation
- Practicing delegation discussion

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Recognising the Value of Using Critical Thinking in Business

- Defining critical thinking
- Characteristics of effective critical thinkers
- The role of critical thinking in meeting business challenges

Programme Modules

8

A Critical Thinking Process

- Using a framework to relate critical thinking to business challenges
- Describing critical thinking using the RED (Recognise assumptions, Evaluate arguments, Draw conclusions) Model
- Positioning the RED Model within a critical thinking framework

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Obtaining Feedback on Your Critical Thinking Skills

- Recognising the value of gaining insight into one's critical thinking skills
- Relating critical thinking skills to other business skills
- Uses for the "My Thinking Styles" assessment
- "My Thinking Styles" Development Report
- Your personal "Thinking Styles" Development Report

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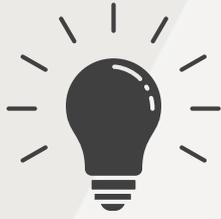
A Context for Critical Thinking

- Identifying personal situations where critical thinking has been and could be used
- Selecting techniques for using critical thinking skills and the RED model
- Relating insight from your "Thinking Styles" report and feedback to a personal critical thinking situation

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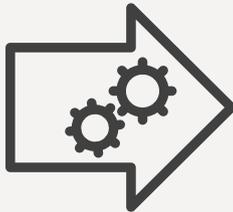
Applying Critical Thinking Tools and Skills in Business Situations

- Practising using critical thinking skills and techniques in a real business situation
- Initial action plan for development of critical thinking skills



Learn

the key business skills and knowledge
you need for your management role
today and tomorrow



Practice

the skills you learn and get feedback,
recommendations and coaching



Use

what you learn and practise as soon as
you get back to your office

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Visit mce.eu

