



Management Development programme

Module 2 – Communication, Impact & Influence



Module 2 Ordre du Jour

Jour 1	
9.00 – 10.15	Accueil et introduction
10.15 – 10.40	La notion d'influence Comprendre les autres pour pouvoir influencer
10.40 – 10:55	Pause
10.55 – 12.15	La synchronisation et connaître ses parties prenantes
12.15 – 13.15	Pause déjeuner
13.15 – 14:45	SDI – SVM (système de valeurs motivationnelles)
14:45 – 14:55	Pause
14:55 – 17:00	SDI – La notion de conflit. Comparer et créer des équipes sur l'Appli. Réflexion sur la journée, Conclusion

Jour 2	
9.00 – 10.15	Check-In et nos réaction en situation de conflit
10.15 – 10.30	Pause
10.30 – 12.30	Exploration de nos Forces et de nos Forces surjouées
12.30 – 13.30	Pause déjeuner
13:30 – 14:20	Les clefs de la motivation
14:20 – 15:05	Donner et recevoir un feedback efficace
15:05 – 15:15	Pause
15.15 – 16:00	Interpréter votre feedback 360
16:00 – 16.30	Conclusion du Module

Check In



Emotions?



Distraction?



Qu'est-ce que l'influence?



En 4 groupes, définissez ce qu'est pour vous l'influence.

Qu'est-ce que l'influence?

“

La clef du leadership est
l'influence, pas l'autorité

”

Kenneth Blanchard

Kenneth Hartley Blanchard, auteur et expert en management . The One Minute Manager : + de 13 million d'exemplaires vendus, traduit en 37 langues

Qu'est-ce que le pouvoir ?

Selon les psychologues John French and Bertram Raven,

Le **pouvoir de position** est l'autorité que vous exercez en vertu de votre position dans la structure et la hiérarchie de l'organisation.

Il comprend :

- **Hiérarchie** – capacité à imposer des règles et une discipline
- **Récompense** – capacité à récompenser
- **Coercition** – capacité à punir ou menacer
- **Information** – contrôle de l'information dont d'autres ont besoin

Ces formes de pouvoir sont largement dues au mandat donné par l'organisation ou la société.

Le pouvoir personnel est votre propre compétence et votre capacité à influencer les gens et les événements, que vous ayez une autorité formelle ou non.

Il comprend :

- **Expertise** – compétences ou connaissances dont les autres ont besoin
- **Pouvoir de référence (charisme)** – capacité personnelle à inspirer le respect et l'admiration des autres

Ces formes de pouvoir permettent de développer l'ampleur de votre influence

Améliorer nos relations

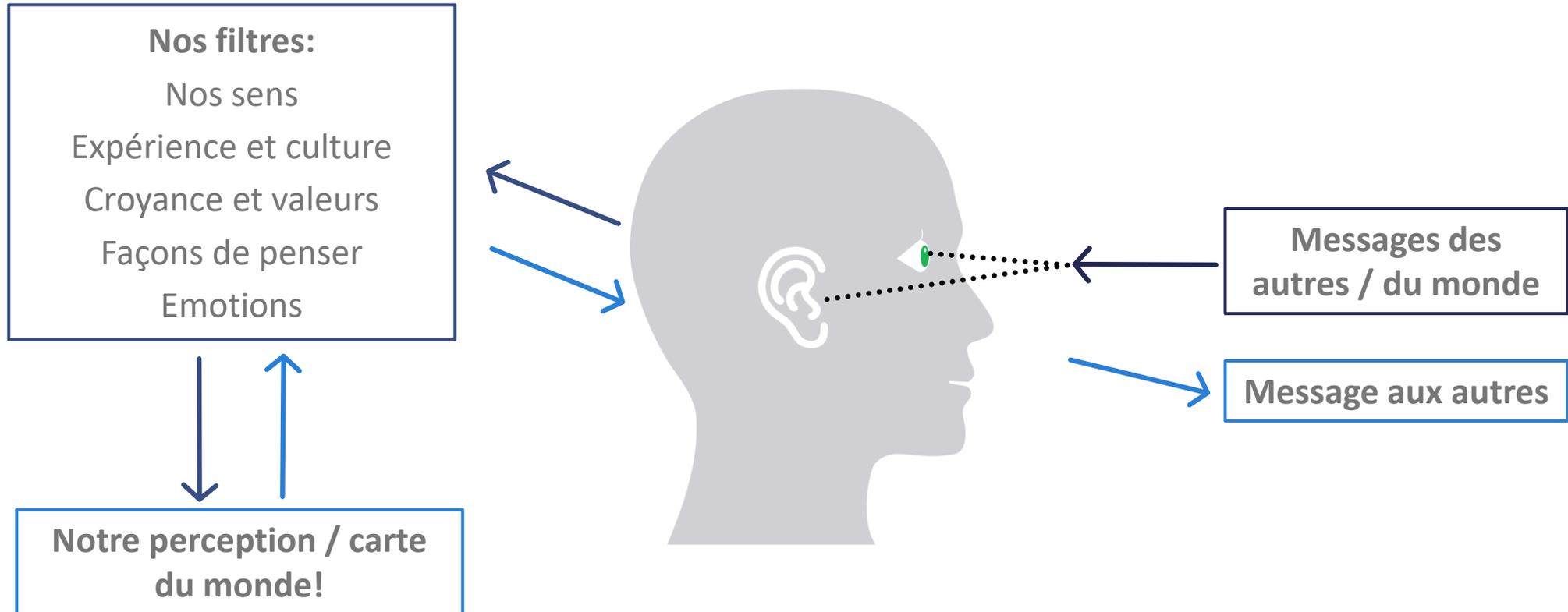
Choisissez 1 ou 2 personnes (interlocuteurs difficiles) sur lesquels vous vous concentrerez pour la journée (choisissez des individus, pas des groupes ou des départements). Choisissez une situation réelle qui est importante pour vous et qui a un impact sur la relation.

Répondez aux questions suivantes:-

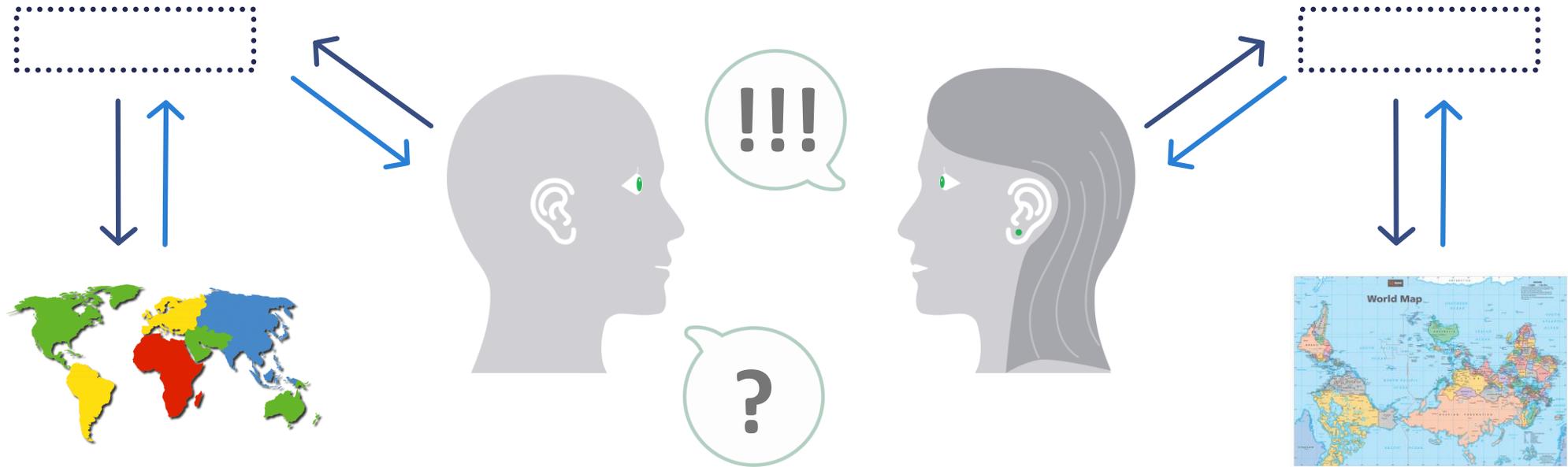
- Qui est cette personne?
- Quelle est la situation?
- Quelle issue aimeriez vous à cette situation?
- Pourquoi est-ce que cela est important pour vous?
- Quels sont les risques si la relation n'est pas aussi efficace qu'elle pourrait l'être?



Notre perception du monde



Nos différents filtres nous donnent des cartes différentes



Quelle est votre carte?

Qu'est-ce que "bien manager" pour vous?

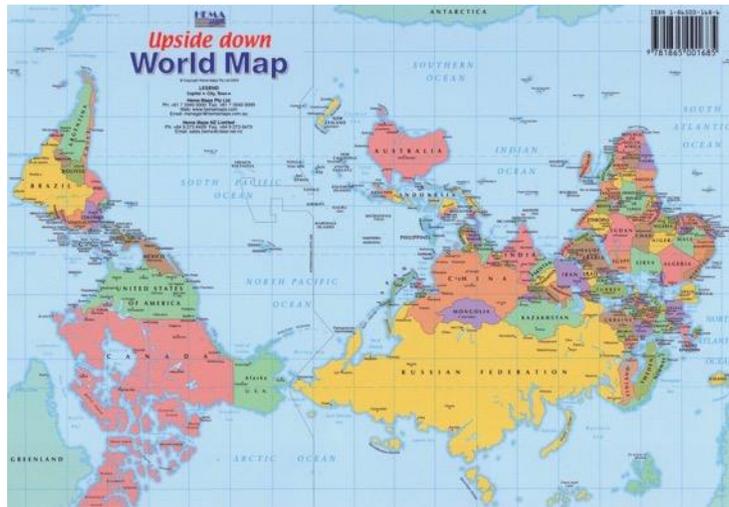
Quelles valeurs sont importantes pour vous?

Que se passe-t-il quand celles-ci ne coïncident pas avec celles des autres?

Quelle est leur carte?

En pensant à la personne (aux personnes) à laquelle vous avez choisi de porter attention aujourd'hui, quelle est sa carte du monde?

Concentrez vous sur ce que vous SAVEZ être vrai.



Où est-ce que vos cartes se recoupent? Où sont les différences?

Un outil de base de la PNL : la synchronisation

Légendez cette petite histoire



1.



2.



3.



4.



5.

Vous synchroniser avec votre interlocuteur

En ayant à l'esprit la notion de synchronisation, que pourriez-vous faire pour mieux “entrer dans le monde” de votre interlocuteur et vous synchroniser?

Quelques exemples de questions à considérer :

- Qu'est-ce que vous observez chez eux?
- Qu'est-ce que vous savez? Qu'est-ce que vous supposez?
- Qu'est-ce que vous devez encore découvrir?
- Qu'est-ce que vous pouvez synchroniser pour aider à consolider la relation?

Votre Strengths Deployment Inventory (SDI)

www.app.corestrengths.com

Téléchargez l'Appli

DISCOVER COMPARE TEAMS DEVELOP INVENTORY

RESULTS MOTIVES CONFLICT STRENGTHS REASONS

What If You Had a Window Into Your Sense of Purpose?

CHALK TALK

Victoria, here are your results.
The arrow on the triangle represents your values and how you react to conflict.

What Motivates You
You are motivated by task accomplishment and achieving results. You have a strong desire to set goals, take decisive action, and claim earned rewards.

How You React to Conflict
When it feels like your values are under attack, first, you want to assert your rights and win. If that does not work, you want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what you can.

Core Motives
This is your unique blend of what matters to you.

Stages of Conflict
Your first response → Stage 1 **R** Assert
If things get bad → Stage 2 **B** Accommodate
Don't see it as a → Stage 3 **G** Withdraw

53% Performance
27% People
20% Process

Stage 1 **R** Assert

Performeur grâce aux relations

Relations

Un lien entre des personnes fondé sur le partage d'expériences, d'interactions et d'attentes communes.

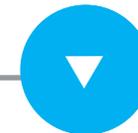
Passé



Présent



Futur

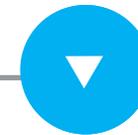
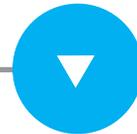


Performeur grâce aux relations

Passé

Présent

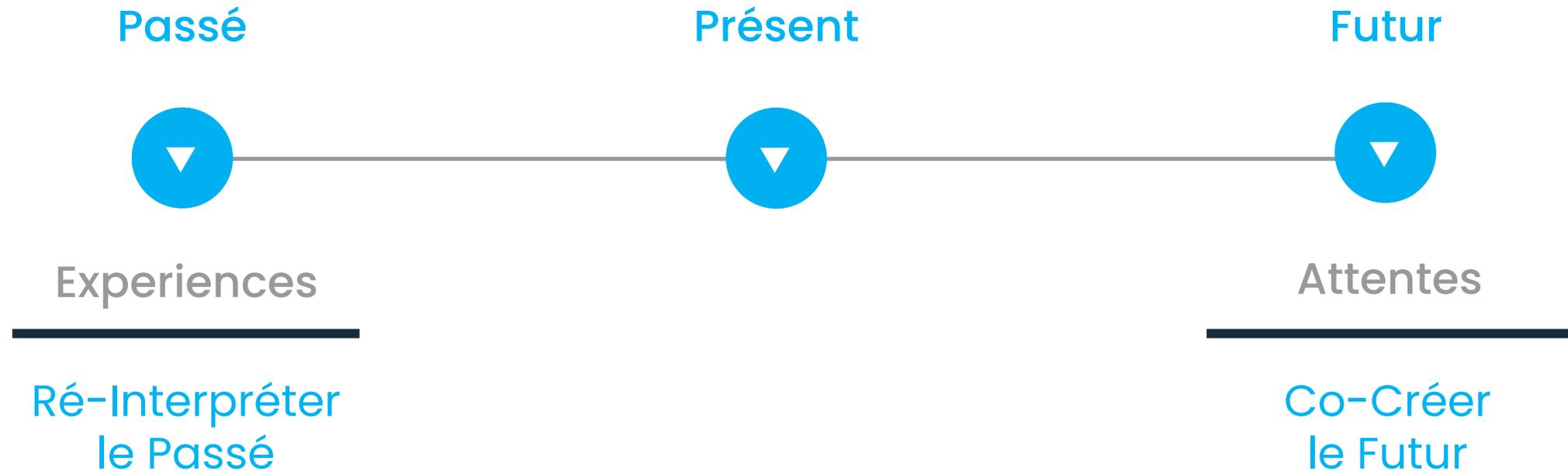
Futur



Expériences

Ré-Interpréter
le Passé

Performeur grâce aux relations



Performeur grâce aux relations



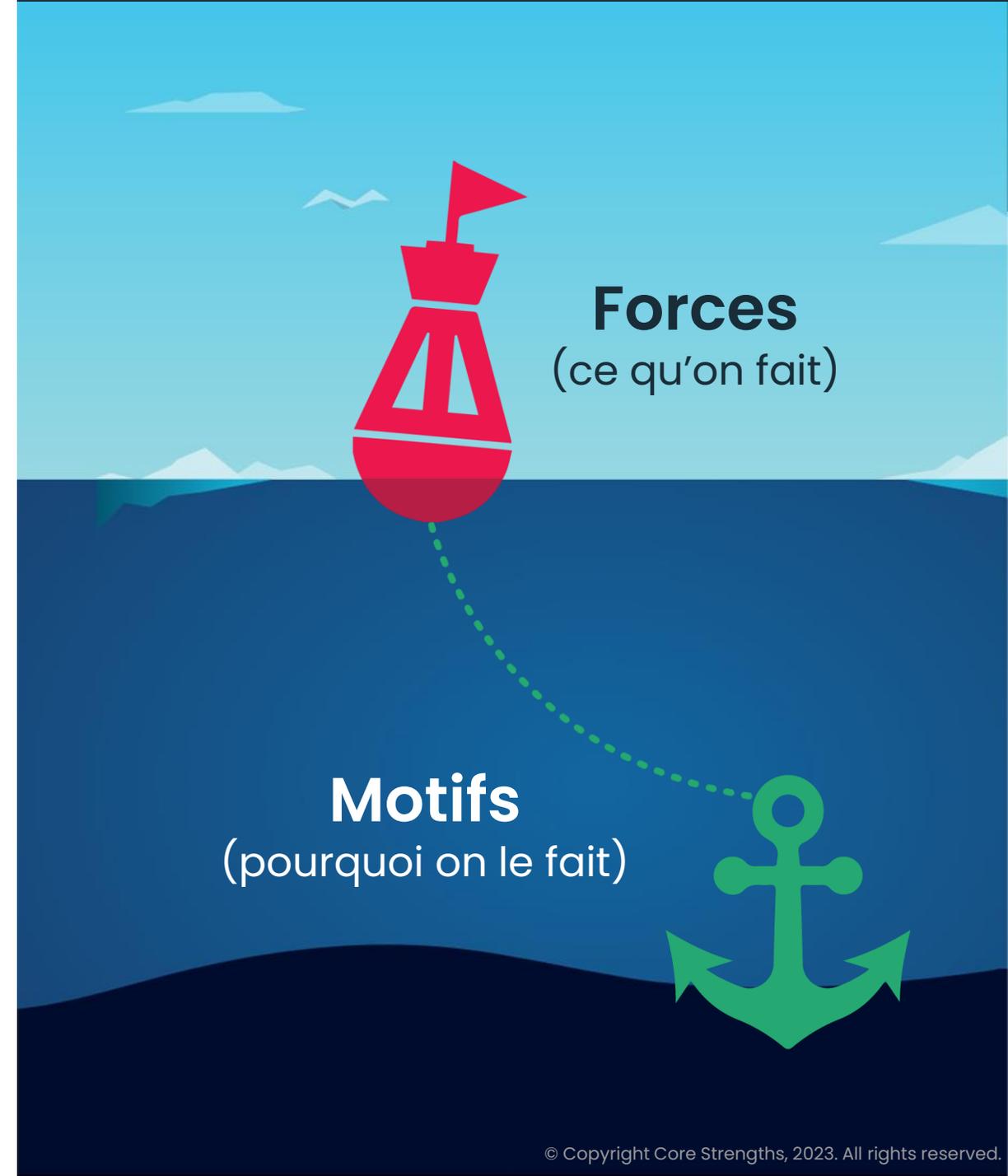
L'Intelligence Relationnelle (IR)

Des réflexions pour ajuster votre approche afin de rendre les interactions plus efficaces.

Forces & Motifs

Pour comprendre nos
forces...

...il nous faut comprendre les
motivations qui les ancrent



SDI 2.0 et Trois Motifs Fondamentaux

BLEU

ROUGE

VERT

Situation 1:

Quand les
choses vont
bien

Situation 2:

En cas de
conflit

Situation 1: Tout va bien



Tout le monde a un **mélanges**
de trois motifs:

PERSONNES

La volonté d'**aider les autres**

PERFORMANCE

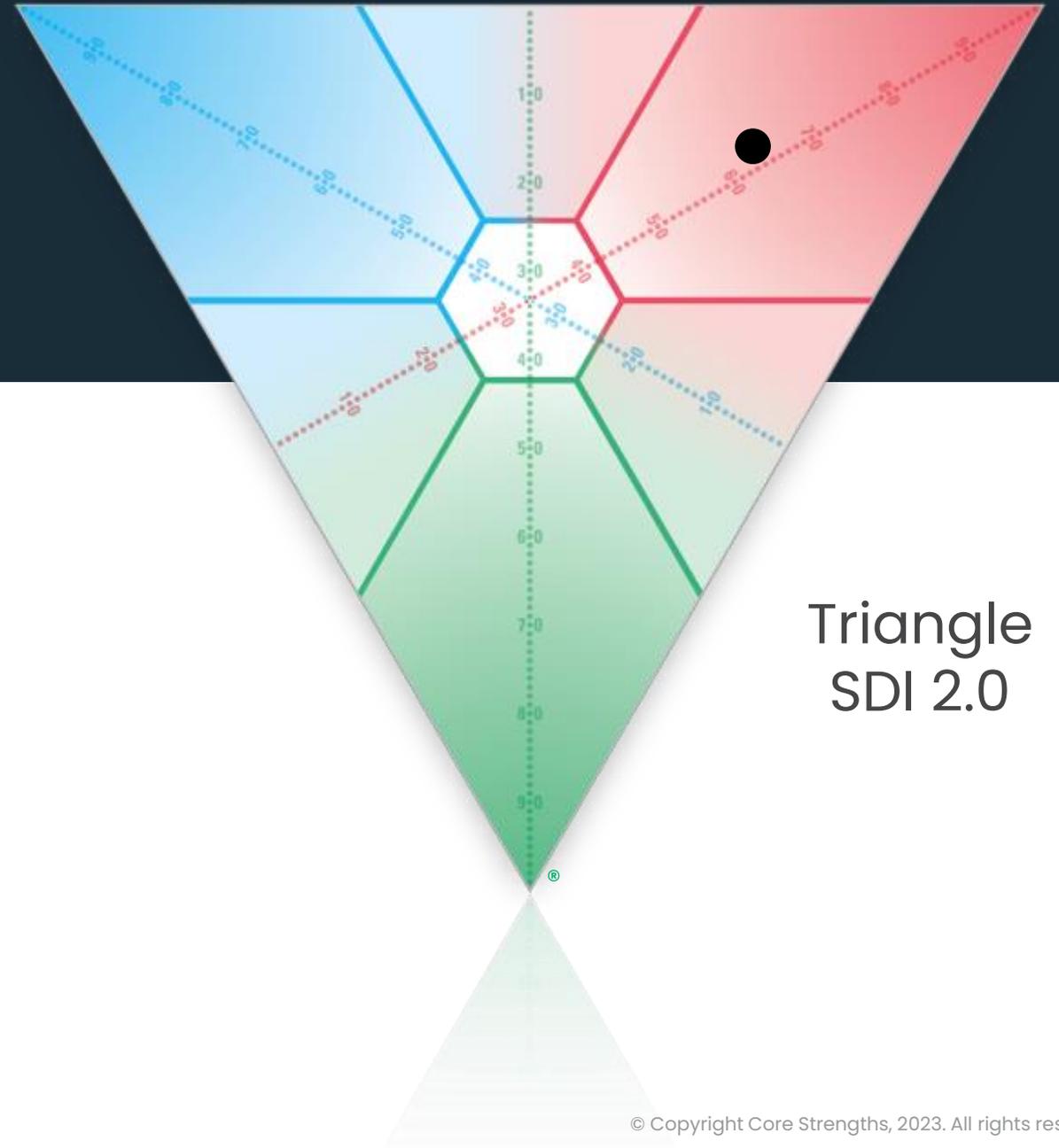
La volonté d'**atteindre des résultats**

PROCESSUS

La volonté d'**établir l'ordre**

SDI 2.0: Evaluer vos Motivations

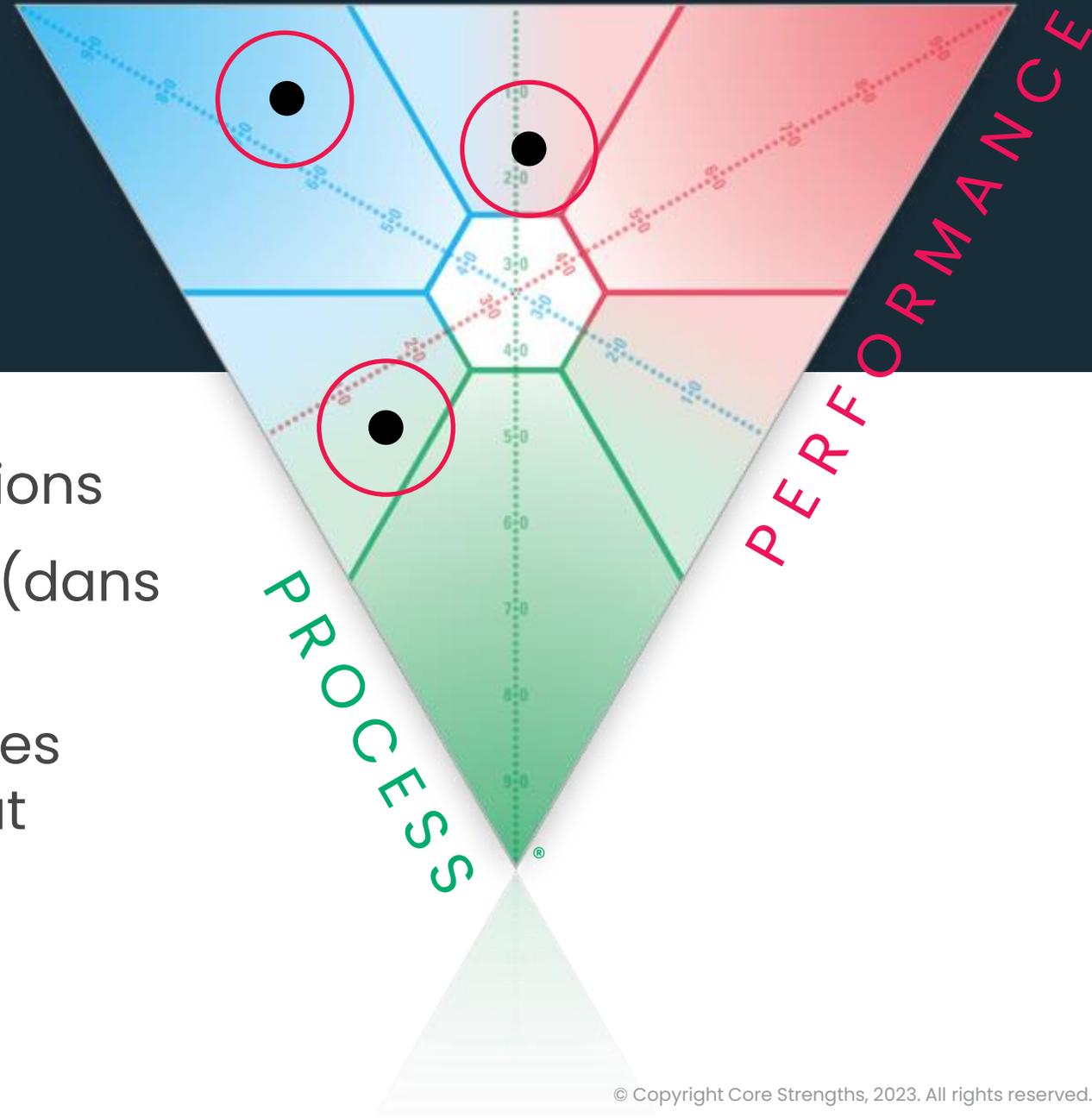
Le SDI 2.0 dresse un
tableau de vos motifs
fondamentaux.



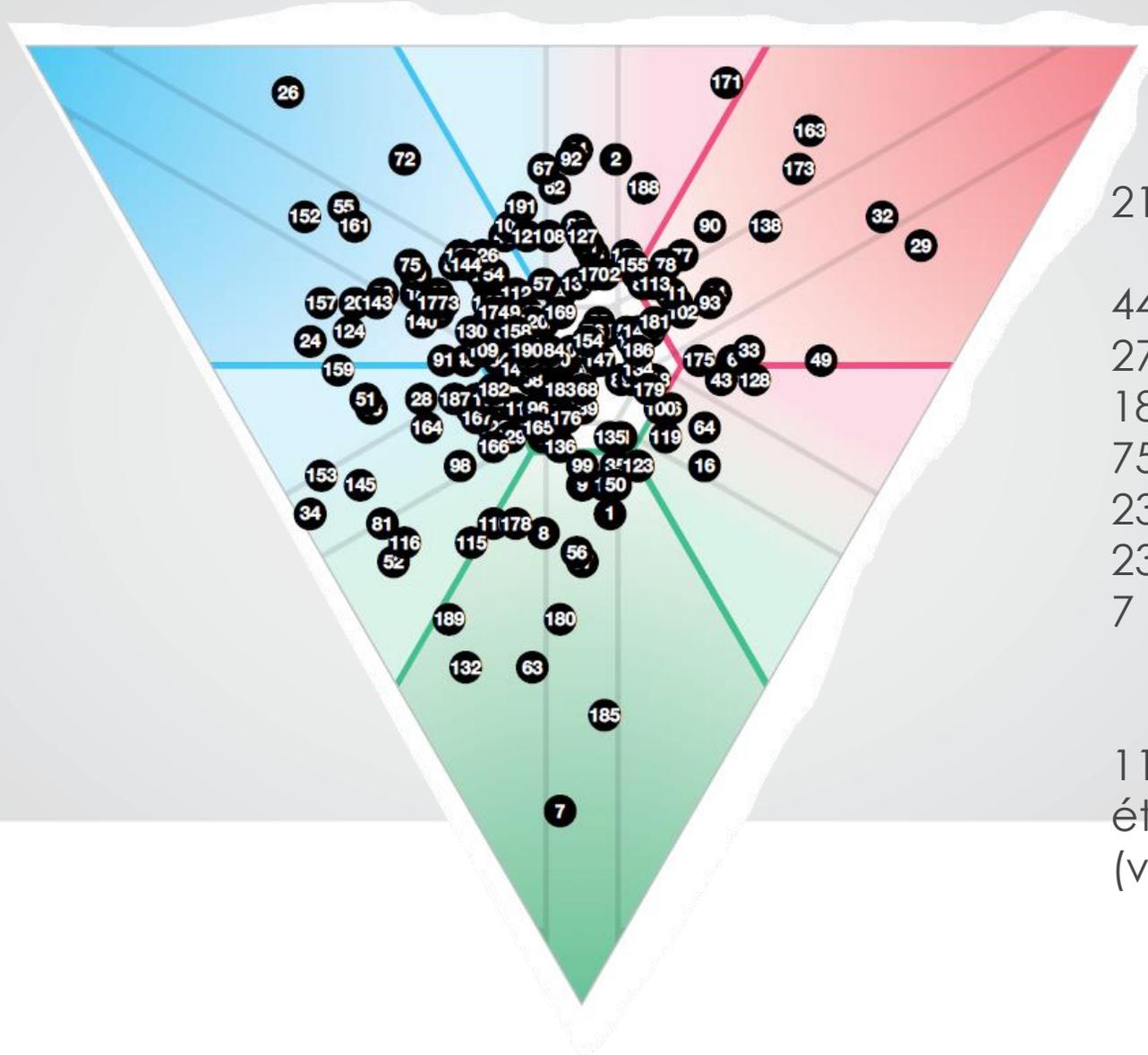
Les points MVS

- Se situent dans une de ces 7 régions
- Peuvent se situer près d'un bord (dans la limite de 6 points)
- Si proche d'un bord, une partie des descriptions de chaque MVS peut s'appliquer

PERSONNE



Novembre 2023 – Distribution OTAN SDI



217 NATO participants

Population adulte

44 Blue (20%)	20.96%
27 Blue – Green (12%)	12.43%
18 Green (8%)	8.14%
75 HUB (35%)	29.54%
23 Red (11%)	10.56%
23 Red – Blue (11%)	14.74%
7 Red – Green (3%)	3.62%

116 personnes (53%) vont vers le vert en première étape de conflit
(vs 45% population adulte)

Know the Difference

	OPPOSITION	VS	CONFLIT
Définition	Désaccord Objectif		Opposition devient personnelle
Problème	Questions évitées par peur d'un conflitt		Peut nuire aux relations
Opportunité	Source de collaboration productive		La résolution améliore les relations

Accepter l'opposition, prévenir le conflit

- L'opposition ne doit pas nécessairement se transformer en conflit.
- Tout conflit comporte une part d'opposition.
- Pour prévenir les conflits, il faut être conscient de ce qui les déclenche en soi et chez les autres.

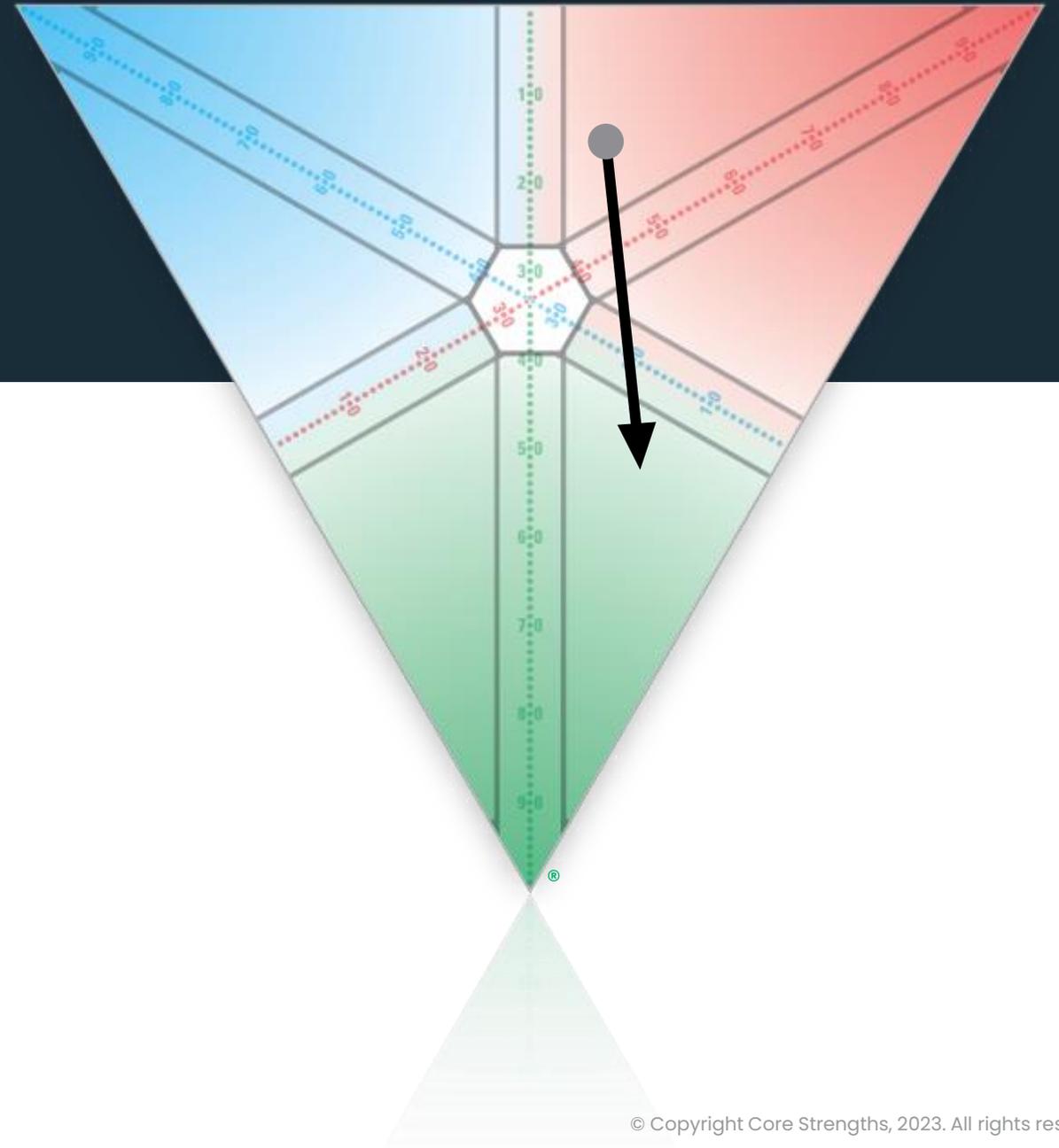
Conflict changes the game...



SDI 2.0

Montre vos Motifs en Conflit

SDI 2.0 montre comment vos motifs évoluent lorsque vous êtes en conflit.



Motifs sous 2 Conditions:

Condition 1:

Quand tout se passe bien

PERSONNE

PERFORMANCE

PROCESS

Les 3 motifs sont mixés

Condition 2:

Quand il y a un conflit

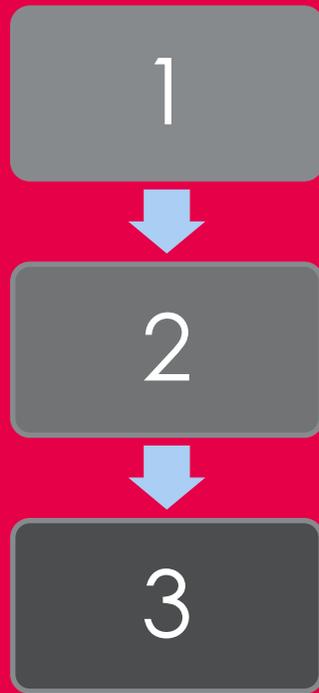
1

2

3

Les motifs fonctionnent en séquence

Condition 2: quand il y a conflit



BLEU POUR ACCOMMODER:
UNE VOLONTÉ D'APLANIR
LES DIFFICULTÉS ET DE
RÉTABLIR L'HARMONIE

ROUGE POUR AFFIRMER:
UNE VOLONTÉ
D'AFFRONTER LES
PROBLÈMES ET D'AGIR
RAPIDEMENT

VERT POUR ANALYSER:
UNE VOLONTÉ DE
COMPRENDRE ET DE
DONNER UN SENS
LOGIQUE AUX CHOSSES

Les motifs fonctionnent **en séquence**

Une séquence de conflit à 3 étapes:

Séquence de conflit

Conflit Etape	Focus sur
1	Soi, Problème, & Autres
2	Soi, Problème, & Autres
3	Soi, Problème, & Autres

Une séquence de conflit à 3 étapes:

Nous obtenons les meilleurs résultats
en étape 1 de conflit

...Avant que le **Problème** et **les Autres**
ne sortent du focus

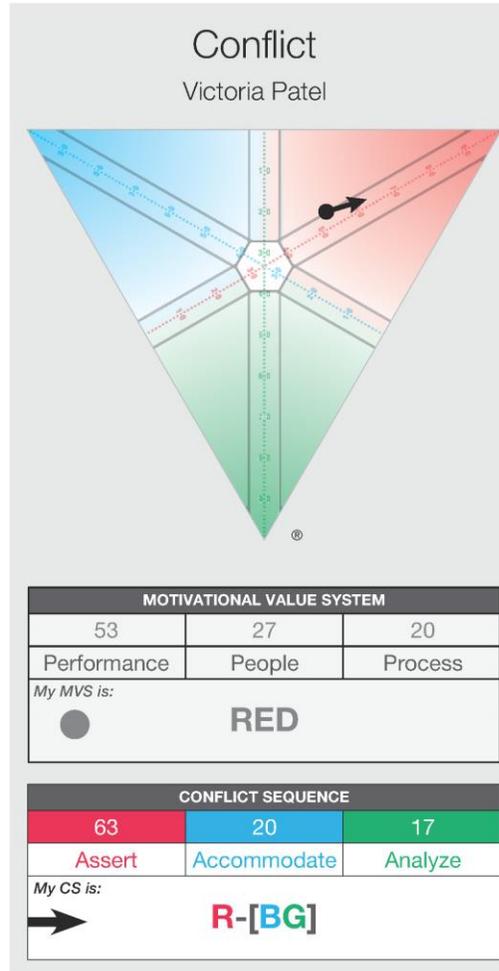
Séquence de conflit

Conflit Etape	Focus sur
1	Soi, Problème, & Autres
2	Soi, Problème, & Autres
3	Soi, Problème, & Autres



ACTIVE

Résultats SDI 2.0: Sequence de conflit (page 4)



CONDITION #2: WHEN FACED WITH CONFLICT

CONFLICT

Your Conflict Sequence (CS) arrowhead is based on your scores. It shows the order that you experience a desire to accommodate, assert, or analyze during three stages of conflict.

R-[BG] Red-[Blue or Green]

You want to assert your rights and win. If that does not work, you want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what you can.

3 STAGES OF CONFLICT	
1	R
2	[BG]
3	[BG]

HOW YOU EXPERIENCE CONFLICT

You engage the issue or other people as quickly as possible. You feel a sense of urgency, and want a quick resolution. You are direct and assert your rights. You want to be sure that some action is taken. You believe that the best way to show you care about the problem is to respond immediately, before the problem can get worse.

You want other people to be direct, listen to your view, and take action. You do not want people to withdraw, take too long to decide, or try to minimize the issue.

If conflict progresses to your Stage 2 blend of Blue and Green, you may accommodate with conditions or analyze the situation, depending on how important the results are to you. You feel that others don't share your priorities and that you need to decide what matters most to you.

If conflict progresses to your Stage 3 blend of Blue and Green, you distance yourself from the issue or others.

INTERPRETING YOUR LINE

The length of the line between your dot and arrowhead suggests the degree of change you experience internally and the degree of change that can be observed by others. You have a **Short Line**, which means the change from your **Red MVS** to your **Stage 1 Red** can be difficult to notice.

UNDERSTANDING YOUR RESULTS

The SDI 2.0 describes your motives in relating to others under two conditions:

- 1) when everything is going well
- 2) **when you are faced with conflict**

The arrowhead on the SDI 2.0 Triangle represents the sequence of motives you experience when faced with conflict. Each person's Conflict Sequence is a pattern of three primary motives — Accommodating (Blue), Asserting (Red), and Analyzing (Green).

Different combinations of Blue, Red, and Green produce 13 possible Conflict Sequences. Each region is defined by the order that motives are experienced during conflict.

WHAT DO THE BRACKETS MEAN?

Your **R-[BG]** Conflict Sequence has brackets. The colors of motives in the brackets are interchangeable. When you are in a bracketed stage of conflict, you choose one of the bracketed colors or try to combine the colors, based on how you see the conflict.

If your arrowhead is close to a border



Victoria Patel



R-[BG]: Stage 1 Conflict

When faced with conflict, I want to assert my rights and win. If that does not work, I want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what I can.

Validez

(page 5)

Notez tout ce qui s'applique à vous lors d'un conflit d'étape 1:

Mark the statements that are true for you when you are experiencing each stage of conflict:

STAGE 1: Self, Problem, Others	STAGE 2: Self, Problem, Others	STAGE 3: Self, Problem, Others
<p>R-[BG] <i>Wanting to assert oneself.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> I want to rise to the challenge being offered. <input type="checkbox"/> I feel energized and want to get things started right away. <input type="checkbox"/> I am certain about what needs to be done. <input type="checkbox"/> I want other people to see how urgent the situation is. <input type="checkbox"/> I want to solve the problem as quickly as possible. <input type="checkbox"/> I am focused on the need for action and results. <input type="checkbox"/> If others delay or don't respond, it could send me into my second stage of conflict. 	<p>R-[BG] <i>Wanting to conditionally give in or defer to others, or to disengage from others or clarify the issue.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> I am frustrated by a lack of action or results. <input type="checkbox"/> I want to wait and let things settle down. <input type="checkbox"/> I become reflective and analyze my role in the conflict. <input type="checkbox"/> I may alternate accommodating or analytical approaches until something works. <input type="checkbox"/> I feel the need to balance or prioritize between harmony and logic. <input type="checkbox"/> I believe that backing down or yielding on minor issues will create progress or stop things from getting worse. 	<p>R-[BG] <i>Feeling driven to give up or to retreat.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> I feel a need to distance myself from the situation or others. <input type="checkbox"/> I wait until I can see a clear path forward. <input type="checkbox"/> I want to end the conflict with the least damage possible. <input type="checkbox"/> It seems that I have no choice but to make concessions. <input type="checkbox"/> I don't want to be forced to into a decision.

Activité:

Evaluer l'étape 1 du Conflit

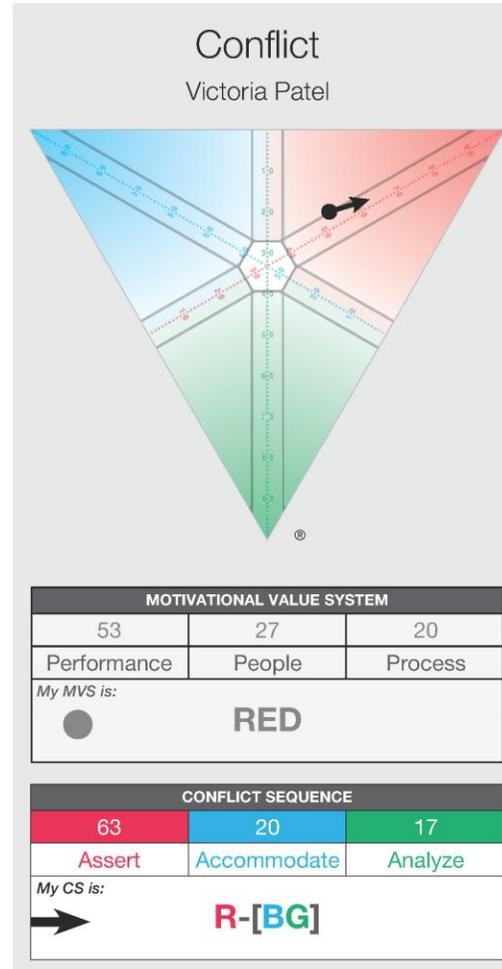
1. Que faisons-nous?
(actions, mots, langage corporel,
ton, etc.)
2. Comment nous sentons-nous?
3. Que voulons nous des autres?

Couleur MVS

1. Ce que nous faisons...
2. Comment nous nous
sentons...
3. Ce que nous voulons...



SDI 2.0 Results: Conflict Sequence



CONDITION #2: WHEN FACED WITH CONFLICT

CONFLICT

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3 STAGES OF CONFLICT	
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3	[BG]

HOW YOU EXPERIENCE CONFLICT

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You want other people to be direct, listen to your view, and take action. You do not want people to withdraw, take too long to decide, or try to minimize the issue.

If conflict progresses to your Stage 2 blend of Blue and Green, you may accommodate with conditions or analyze the situation, depending on how important the results are to you. You feel that others don't share your priorities and that you need to decide what matters most to you.

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INTERPRETING YOUR LINE

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WHAT DO THE BRACKETS MEAN?

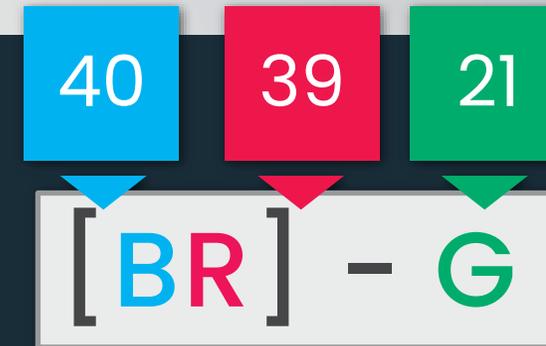
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If your arrowhead is close to a border

13 Conflict Sequences

Susan Anderson

CONFLICT SEQUENCE	DESCRIPTION	CONFLICT SEQUENCE	DESCRIPTION
	When faced with conflict, I want to press assertively to maintain harmony and goodwill, but I do not want to sacrifice results for harmony. If that does not work, I may decide to withdraw from the situation.		People who want to challenge conflict directly. If that does not work, they want to restore or preserve harmony. If that does not work, they may feel compelled to withdraw from the situation or end the relationship.
	People who want to keep peace and harmony. If that does not work, they want to take a stand for their rights. If that does not work, they may feel compelled to withdraw as a last resort.		People who want to assert their rights and win. If that does not work, they want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what they can.
	People who want to keep harmony and accommodate the opposition. If that does not work, they want to make a choice based on what's best for everyone: to rely on logic and principle or to employ assertive strategies to prevent defeat.		People who want to prevail through competition. If that does not work, they want to use logic, reason, and rules. If that does not work, they may feel compelled to surrender as a last resort.
	People who want to keep harmony and goodwill. If that does not work, they want to disengage and save what they can. If that does not work, they may feel compelled to fight, possibly in an explosive manner.		People who want to press assertively to maintain harmony and goodwill, but they do not want to sacrifice results for harmony. If that does not work, they may decide to withdraw from the situation.
	People who want to carefully examine the situation. If that does not work, they want to defer to other people in the interest of harmony. If that does not work, they may feel compelled to fight, possibly in an explosive manner.		People who want to engage conflict quickly, but indirectly, with thoughtful strategies. If that does not work and others have more power in the situation, they may surrender.
	People who want to maintain order and principles. If that does not work, they want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.		People who want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, they may feel compelled to fight, possibly in an explosive manner.
	People who want to analyze the situation logically. If that does not work, they want to forcefully press for a logical resolution. If that does not work and others have more power in the situation, they may surrender.		People who want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Their approach differs according to the situation, rather than following a fixed sequence.

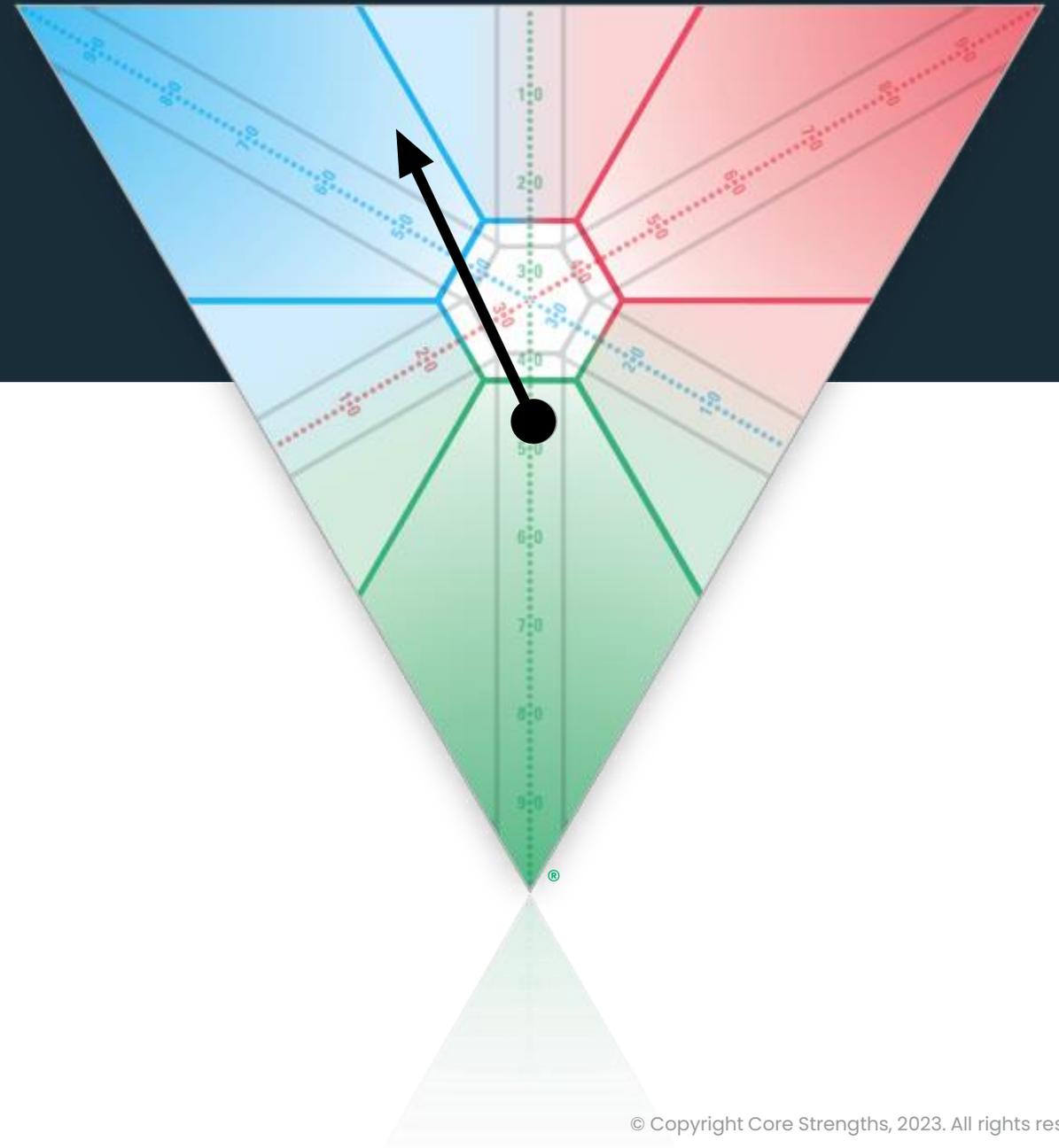


[Crochets] indiquent:

- Mélange des motifs
- Tension entre les motifs

Le chemin du retour vers son MVS

- En cas de conflit, nous défendons nos valeurs.
- Nous devenons résilients lorsque nous revenons à nos motifs.

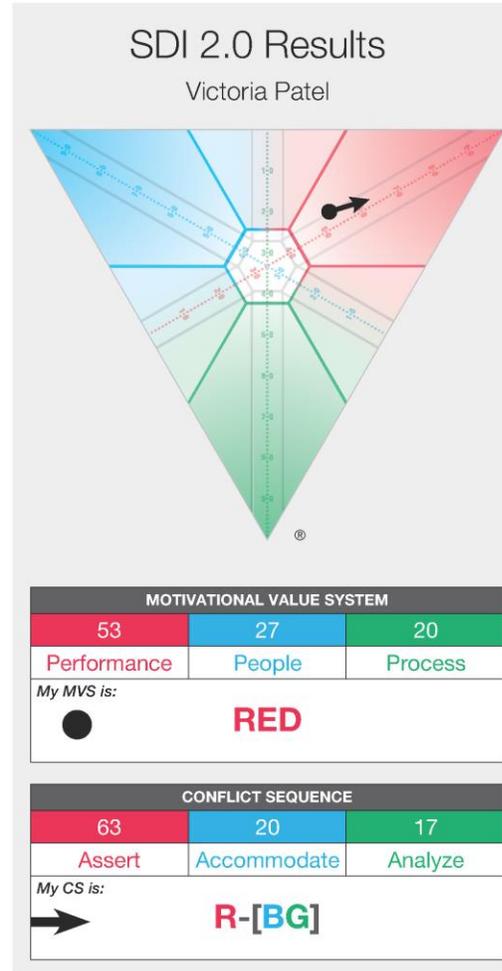


Vos résultats SDI (page 7)

Sequence de conflit

Chemin du retour

Motifs



CONDITION #1: WHEN THINGS ARE GOING WELL

MOTIVES

RED
You are motivated by task accomplishment and achieving results. You have a strong desire to set goals, take decisive action, and claim earned rewards.

YOUR MOTIVES AND VALUES

As a person with a **Red MVS**, you achieve feelings of self-worth by being a successful leader of others and by providing direction to achieve results.

You are an achiever in the face of competition. You understand that you must be clear about your goals and give direction to achieve those goals. You exercise power and control, set high performance standards, and take decisive action. You believe the bigger the game, the greater the need to rally support to achieve success. You value the power of productively directing others.

You succeed in a world where opportunities are constantly being discovered and where challenges are revealed so they can be overcome. For you, a missed opportunity equals failure. You want to rise to positions of ever-increasing authority, thereby creating platforms for ever-widening spheres of influence and responsibility.

You have a desire to accomplish things and direct others—but not at the expense of others. You believe that competition is the “name of the game” and that winning—both the goals that you seek and the loyalty of others—is the real measure of success.

CONDITION #2: WHEN FACTORS ARE IN CONFLICT

CONFLICT

R-[BG]
You want to assert your rights and win. If that does not work, you want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what you can.

1	R
2	[BG]
3	[BG]

HOW YOU EXPERIENCE CONFLICT

You engage the issue or other people as quickly as possible. You feel a sense of urgency, and want a quick resolution. You are direct and assert your rights. You want to be sure that some action is taken. You believe that the best way to show you care about the problem is to respond immediately, before the problem can get worse.

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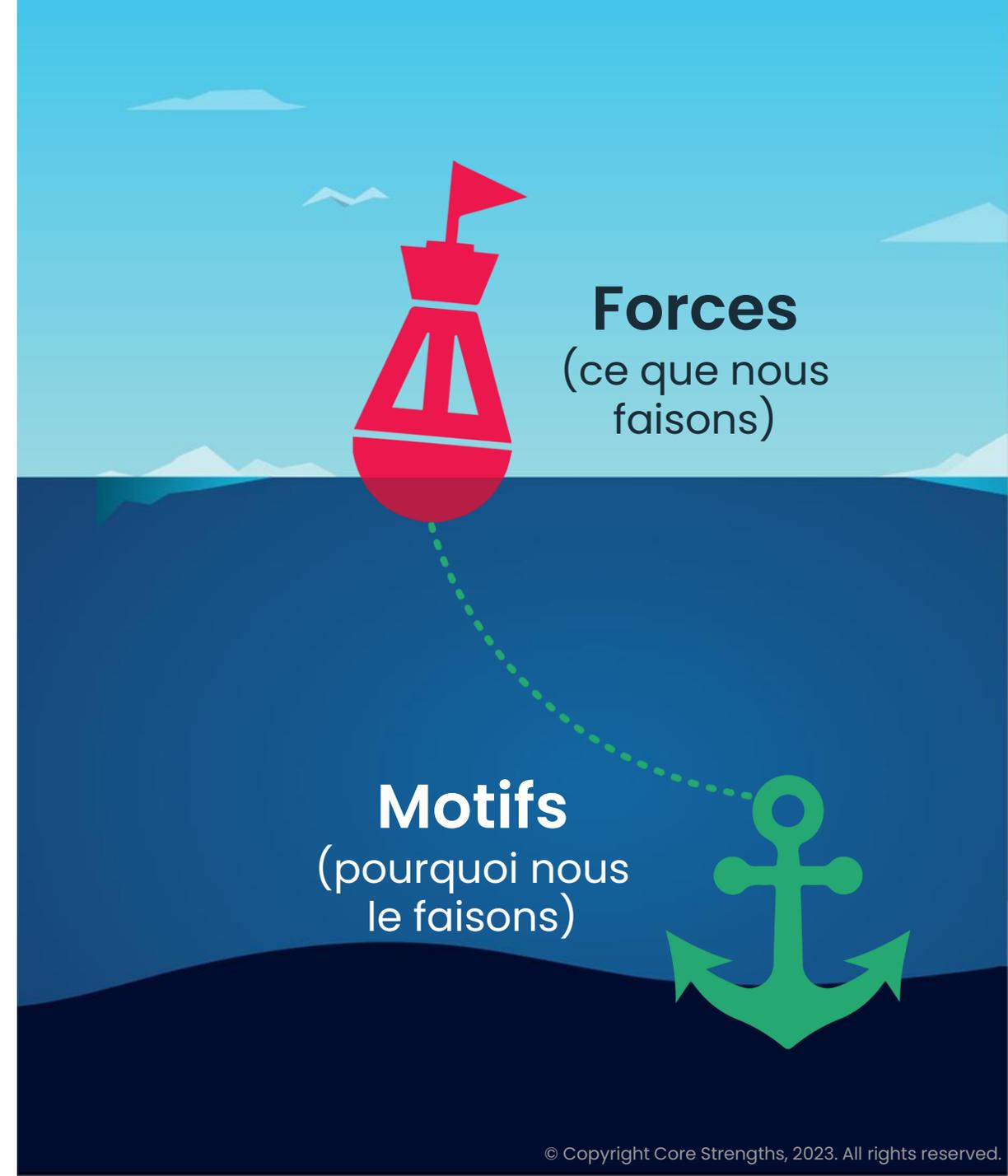
THE PATH BACK TO YOUR RED MVS

The path from your **Stage 1 Red** back to your **Red MVS** may involve meeting the challenge and refocusing on the results.

Forces & Motifs

Comme une bouée, les **forces** évoluent en fonction de l'environnement.

Vos **motifs** sont le point d'**ancrage** de vos forces. Ce sont les raisons essentielles qui vous poussent à faire ce que vous faites.



Utilisation plus probable



Utilisation moins probable

- **Forces supérieures**
 - Les plus importantes
 - Comment vous obtenez des résultats
- **Forces intermédiaires**
 - Facilement disponibles
 - Forces situationnelles
- **Forces inférieures**
 - Inconfortables à utiliser
 - Souvent évitées

Portrait des forces



Que voyez-
vous ?

Activité: comment je le vois

Strengths Portrait

Victoria Patel

PERSUASIVE

WORK PERSPECTIVE

The Strengths Portrait is a picture of you. It shows the way you prioritize and use your strengths when you work with others.



FORCEFUL
You act with conviction, power, and drive.

LOYAL
You remain faithful to the commitments you make to others.

OPEN-TO-CHANGE
You consider different perspectives, ideas, and opinions.

SELF-CONFIDENT
You believe in your own powers and strengths.

PERSEVERING
You maintain the same course of action despite obstacles.

RISK-TAKING
You take chances on losses in pursuit of high gains.

AMBITIOUS
You are determined to succeed and to get ahead.

QUICK-TO-ACT
You get things started without delay.

HELPFUL
You give assistance to others who are in need.

CARING
You concern yourself with the well-being of others.

PRINCIPLED
You follow certain rules of right conduct.

COMPETITIVE
You strive to win against others.

ANALYTICAL
You dissect and digest whatever is going on.

TOLERANT
You respect differences, even when you don't agree.

FAIR
You act justly, equitably, and impartially.

INCLUSIVE
You bring people together in order to reach consensus.

SOCIABLE
You engage easily in group conversations and activities.

DEVOTED
You are dedicated to some people, activities, or purposes.

SUPPORTIVE
You give encouragement and help to others.

ADAPTABLE
You adjust readily to new or modified conditions.

FLEXIBLE
You act in whatever manner is appropriate at the moment.

CAUTIOUS
You are careful to make sure of what is going on.

MODEST
You play down what you are capable of doing.

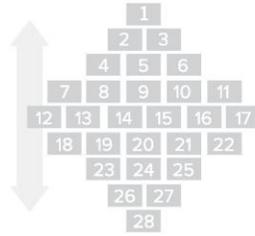
METHODICAL
You are orderly in action, thought, and expression.

TRUSTING
You place your faith in others.

OPTION-ORIENTED
You look for and suggest different ways of doing things.

RESERVED
You practice self-restraint in expressing thoughts and feelings.

Most Likely To Use at Work

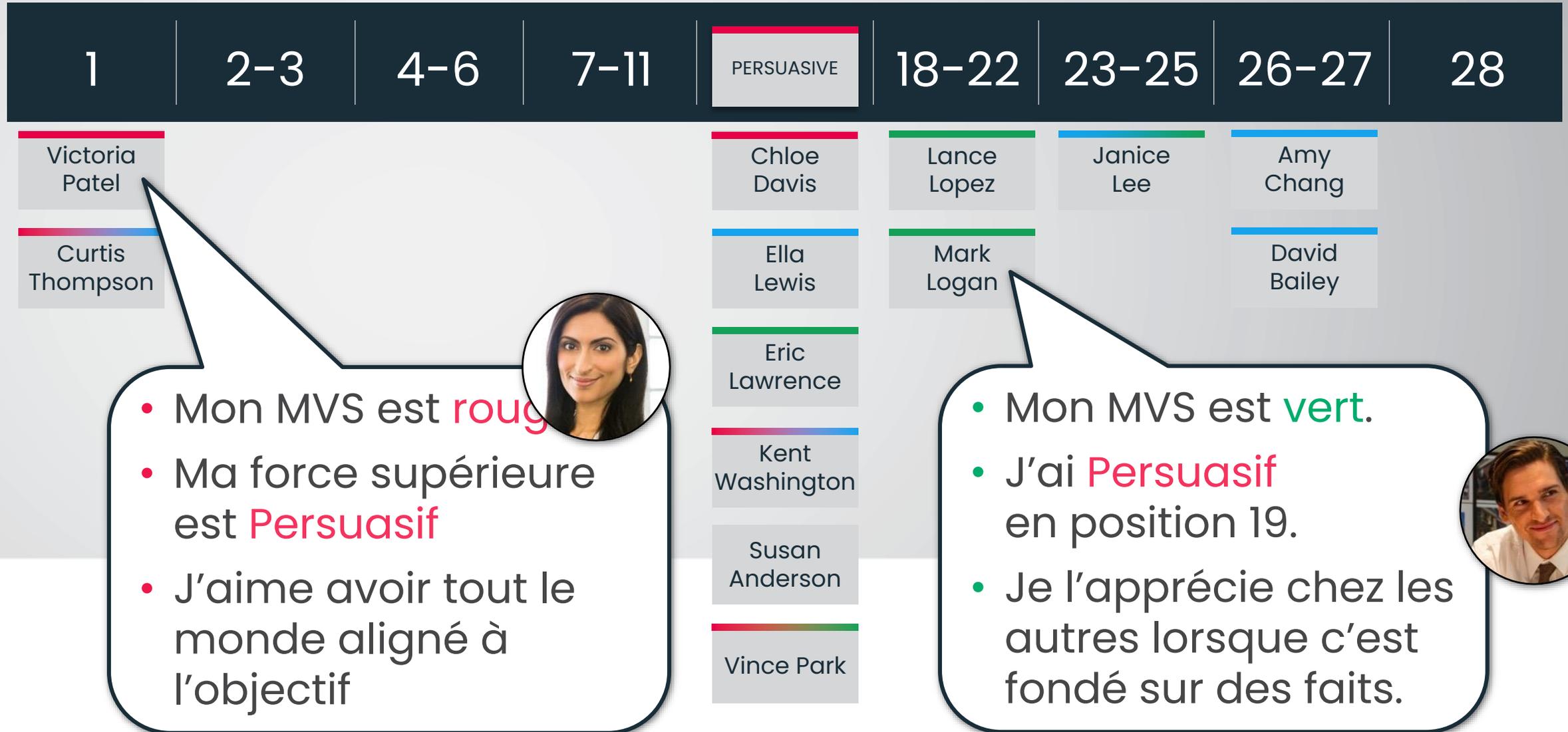


Least Likely To Use at Work

THE FOUR TYPES OF STRENGTHS

Strengths with a blue bar are about people	Strengths with a red bar are about performance
Strengths with a green bar are about process	Strengths with a grey bar are about perspective

Example: comment je le vois



Discussion: Comment je le vois

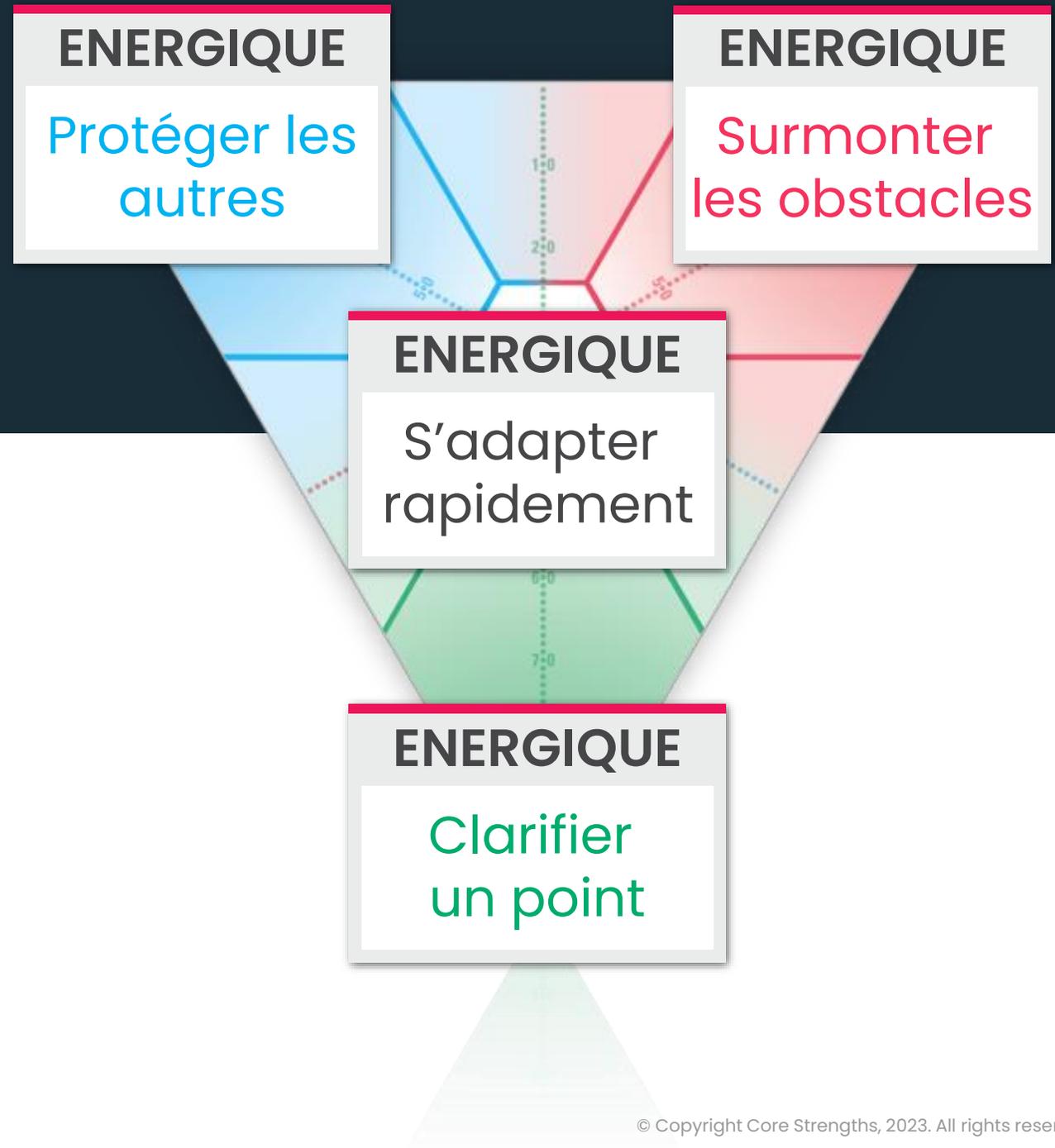
1 | 2-3 | 4-6 | 7-11 | 12-17 | 18-22 | 23-25 | 26-27 | 28

- Mon MVS est _____
- Ma force supérieure est _____
- J'atteints ces résultats lorsque je l'utilise efficacement:
_____ / _____ / _____
- Lorsque les autres ne sont pas _____ suffisamment, je ...

- Mon MVS est _____
- Lorsque je travaille avec des autres qui sont très _____, je...

Forces et raisons

Pourquoi les personnes sont énergiques?



Your Strengths & Reasons

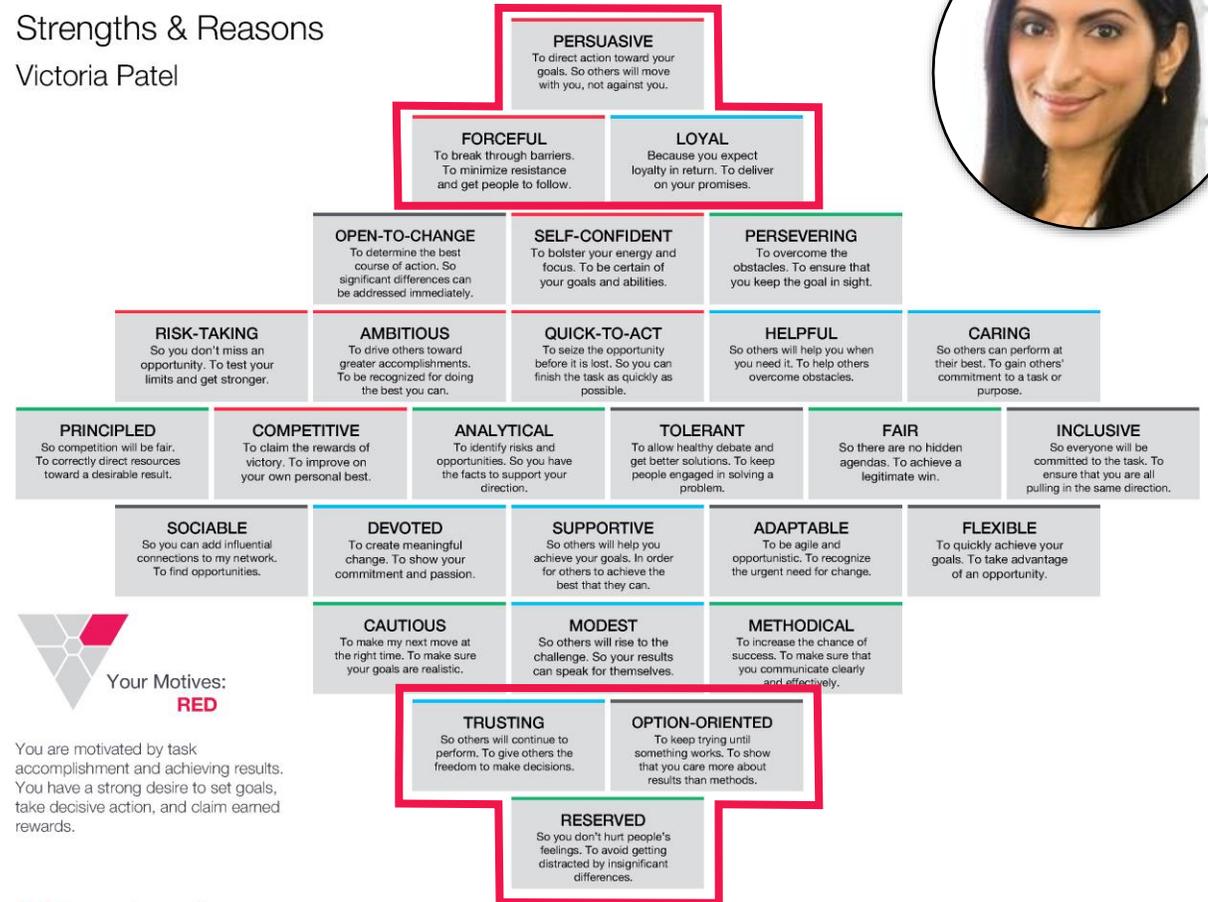
Regardez les raisons liées à:

1. Top trois forces de votre SVM
2. Plus basses trois forces de votre SVM



Strengths & Reasons

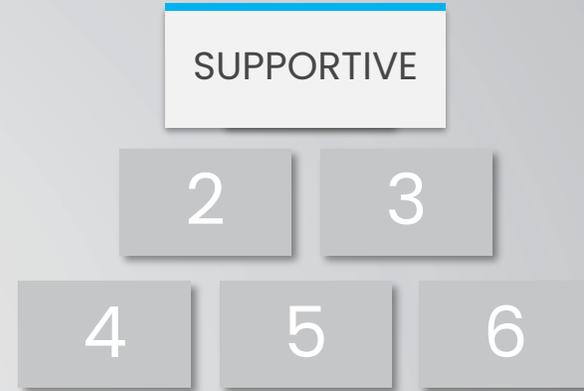
Victoria Patel



Your Motives:
RED

You are motivated by task accomplishment and achieving results. You have a strong desire to set goals, take decisive action, and claim earned rewards.

The Buoy...



28 Forces disponibles:

- Définir l'objectif
- Faire appel à la bonne force
- Trouver une raison qui nous parle

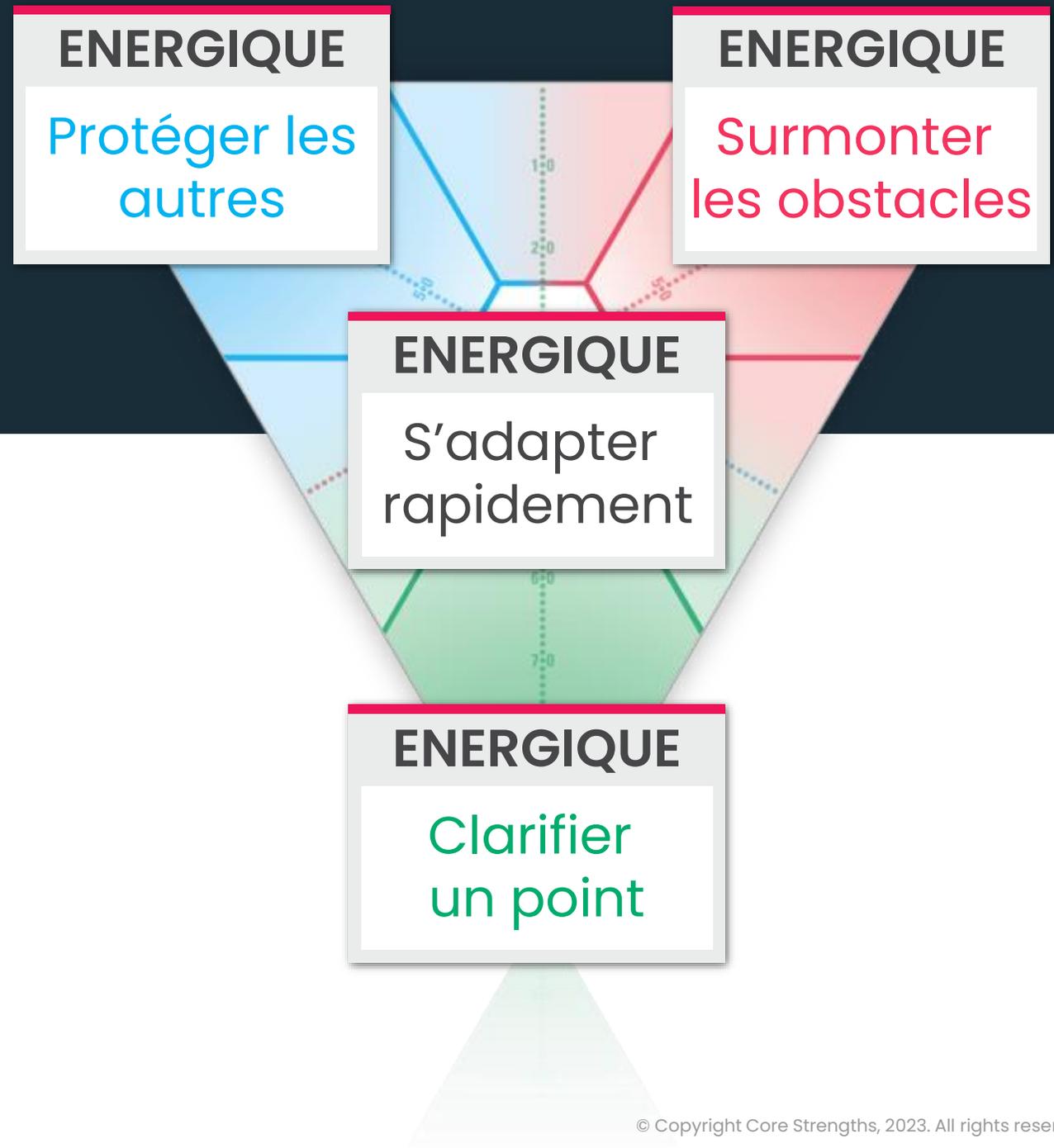
Raison



...et ancre

Forces et raisons

Pourquoi les personnes sont énergiques?



Les forces peuvent être exagérées



Forces exagérées (page 10 & 11)



Top 3 Overdone Strengths

Victoria Patel

FORCEFUL (Domineering)

When you're pursuing a goal you apply maximum force to break through barriers and make things happen. This fierce determination and drive can cause difficulty when you see other people as the obstacles.

You can push your objectives with such power that other people see you as domineering, dictatorial, or as a bully who can only win when others lose. You may also be viewed as the proverbial bull in a china shop – charging through without regard for others. You might rationalize this by saying that collateral damage just exposes weaknesses that were there all along.

You need to keep your forcefulness in check in those moments when it's starting to get overdone. When you see signs that people are yielding just to get away from you, lower the pressure so people can bend and not break.

OPEN-TO-CHANGE (Inconsistent)

What's the latest change of plan? Do you just agree with whoever spoke last? If you're hearing questions like this, your openness to change may be getting in your way. You run the risk of contradicting yourself, appearing inconsistent, or making a change just for the sake of doing something different.

People can have a hard time understanding how you can agree with two things that seem opposite, or mutually exclusive, to them. But you don't necessarily change your mind whenever you consider something new. You simply don't want to reject ideas too soon.

To remain open, but avoid the problems that come with appearing inconsistent, be clear about whether you are considering an idea, or committing to it. Let people know that you remain open to change, but only if change is justified.

SELF-CONFIDENT

If someone has ever called you a know-it-all or it's a sign that your self-confidence is getting conviction, sense of certainty, and reliance on you to appear self-absorbed.

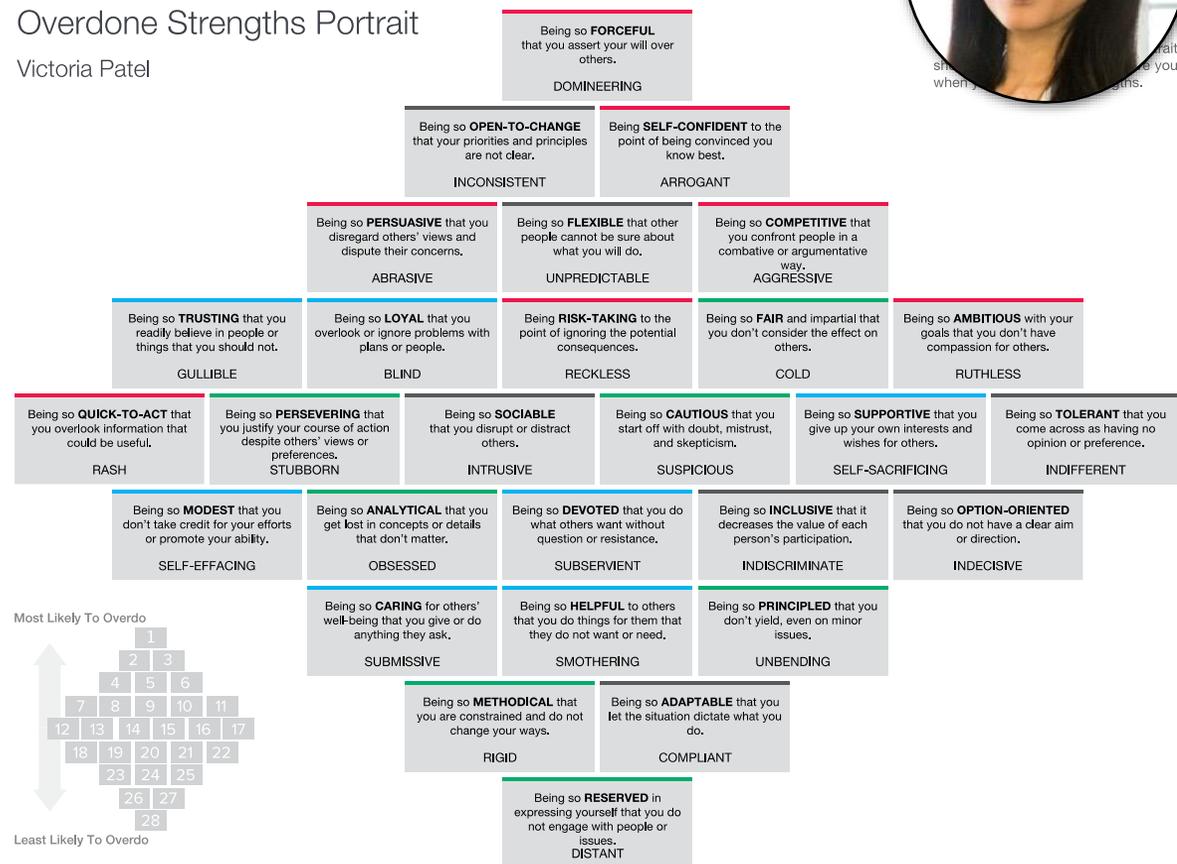
If your confidence runs unchecked you can dismiss other people's input. At it's worst, you may see which leads you dismiss them entirely, rather than their input.

Your well-placed self-confidence inspires confidence in others. Remember that a challenge to your ideas is not that you are confident enough to allow challenge.

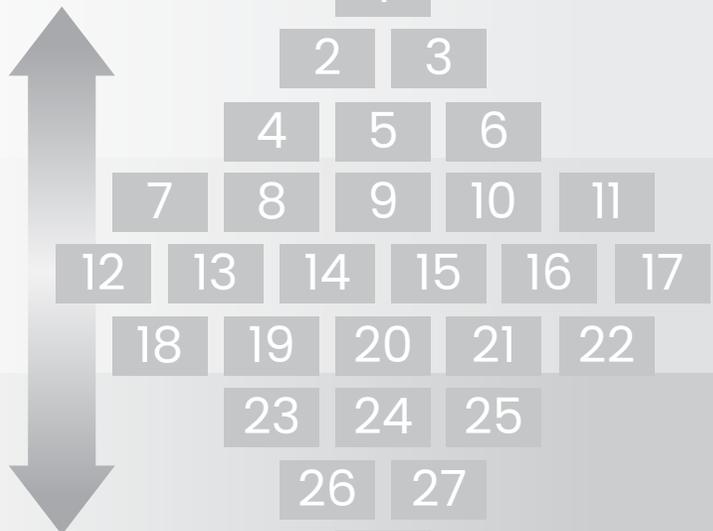
WORK PERSPECTIVE

Overdone Strengths Portrait

Victoria Patel



La plus grande probabilité
d'exagération



La moins grande
probabilité d'exagération

Portrait des forces exagérées

- **Forces exagérées supérieures**
 - Partent d'une bonne intention
 - Peuvent être inefficaces
- **Forces exagérées intermédiaires**
 - Occasionnellement pertinentes
 - Forces situationnelles
- **Forces exagérées inférieures**
 - Vous les évitez
 - Déclenchent un conflit lorsque d'autres exagèrent

Conflict Triggers

Plus exagérée

2. **METHODICAL**
(Rigid)

3. **RESERVED**
(Distant)



1

2

3

Déclenche
CONFLIT **2**

Moins exagérée

26. **METHODICAL**
(Rigid)

28. **RESERVED**
(Distant)

26

27

28



Conflict Triggers

Plus exagérée

1. **FORCEFUL**
(Domineering)



1

2

3

Déclenche
CONFLICT 1

Moins exagérée

27. **FORCEFUL**
(Domineering)

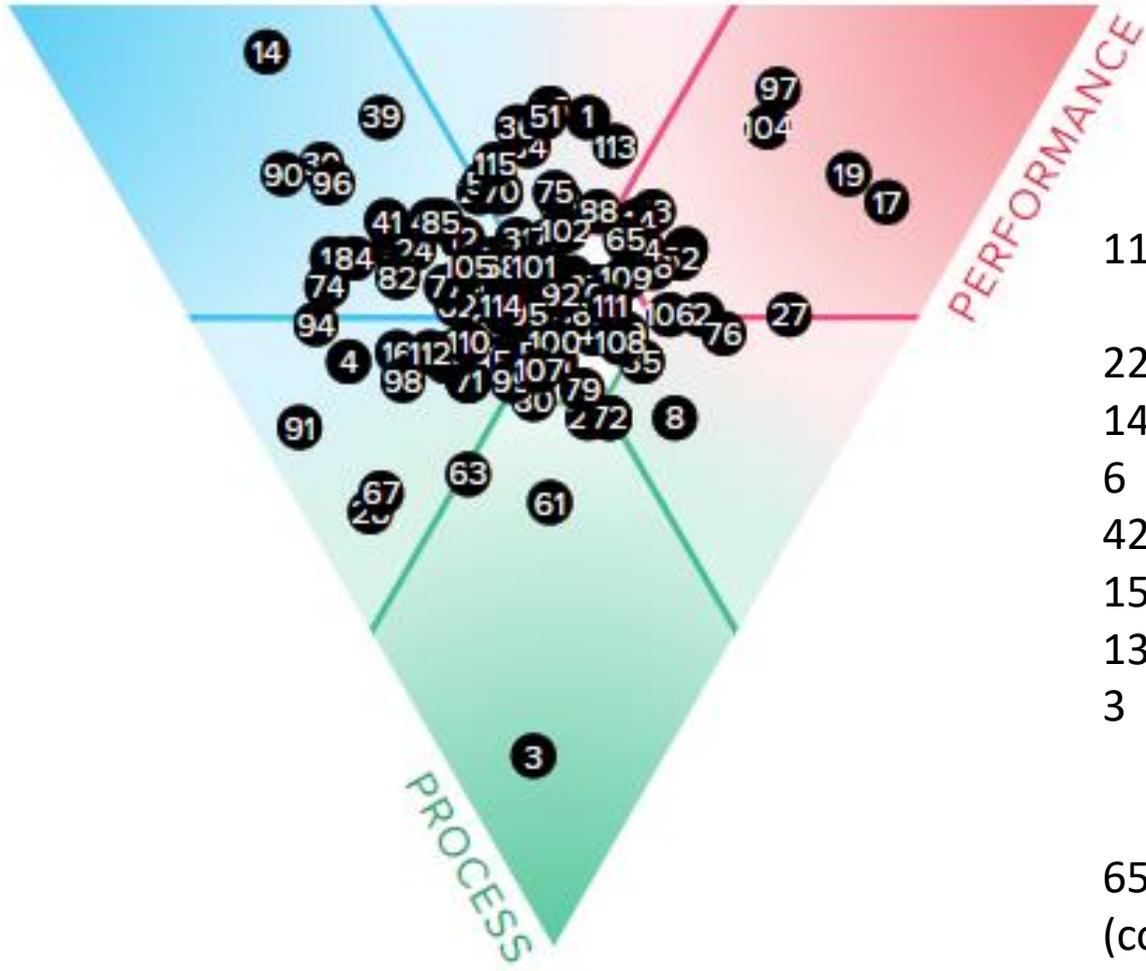
26

27

28



PEOPLE



115 participants OTAN

Population adulte

22 Blue (19%)

20.96%

14 Blue – Green (12%)

12.43%

6 Green (5%)

8.14%

42 HUB (37%)

29.54%

15 Red (13%)

10.56%

13 Red – Blue (11%)

14.74%

3 Red – Green (3%)

3.62%

65 personnes (57%) ont une première étape de conflit Vert (contre 45% de la population adulte)

S'immerger dans le SDI

Regardez vos résultats SDI – vous pouvez utiliser le Guide de l'Apprenant et le Guide Rapide. Regardez vos séquences de conflit et validez-les si ce n'est pas déjà fait (Plateforme ou pg 74 Guide de l'Apprenant)

Observez et connectez:

- Remarquez votre SVM et celui des autres
- Essayez de repérer le SVM des membres de votre équipe/ de vos parties prenantes
- Essayez d'interagir plus fréquemment avec votre interlocuteur difficile, si cela est possible
- Connectez-vous avec les membres de votre cohorte MDP et vos formateurs sur la plateforme SDI pour 'comparer' et / ou créer une équipe
- Téléchargez l'Appli Core Strengths pour avoir CoreStrengths dans la poche....



Management Development programme

Module 2 – Communication, Impact & Influence



Module 2 Ordre du Jour

Jour 1	
9.00 – 10.15	Accueil et introduction
10.15 – 10.40	La notion d'influence Comprendre les autres pour pouvoir influencer
10.40 – 10:55	Pause
10.55 – 12.15	La synchronisation et connaître ses parties prenantes
12.15 – 13.15	Pause déjeuner
13.15 – 14:45	SDI – SVM (système de valeurs motivationnelles)
14:45 – 14:55	Pause
14:55 – 17:00	SDI – La notion de conflit. Comparer et créer des équipes sur l'Appli. Réflexion sur la journée, Conclusion

Jour 2	
9.00 – 10.15	Check-In et nos réaction en situation de conflit
10.15 – 10.30	Pause
10.30 – 12.30	Exploration de nos Forces et de nos Forces surjouées
12.30 – 13.30	Pause déjeuner
13:30 – 14:20	Les clefs de la motivation
14:20 – 15:05	Donner et recevoir un feedback efficace
15:05 – 15:15	Pause
15.15 – 16:00	Interpréter votre feedback 360
16:00 – 16.30	Conclusion du Module

Strengths Deployment Inventory (SDI)

www.app.corestrengths.com

DISCOVER COMPARE TEAMS DEVELOP INVENTORY

RESULTS MOTIVES CONFLICT STRENGTHS REASONS

What If You Had a Window Into Your Sense of Purpose?

CHALK TALK

Victoria, here are your results.
The arrow on the triangle represents your values and how you react to conflict.

What Motivates You
You are motivated by task accomplishment and achieving results. You have a strong desire to set goals, take decisive action, and claim earned rewards.

53% Performance

How You React to Conflict
When it feels like your values are under attack, first, you want to assert your rights and win. If that does not work, you want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what you can.

27% People

Stages of Conflict

Your first response → Stage 1 **R** Assert
If things get bad → Stage 2 **B** Accommodate
Want your issues → Stage 3 **G** Negotiate

53% Performance

27% People

Stage 1 **R** Assert

Motivation

Comment définissez vous la motivation ?

Motivation



➔ Un **motif** pour l'**action**

Motiver = donner à
quelqu'un l'envie de passer à
l'action

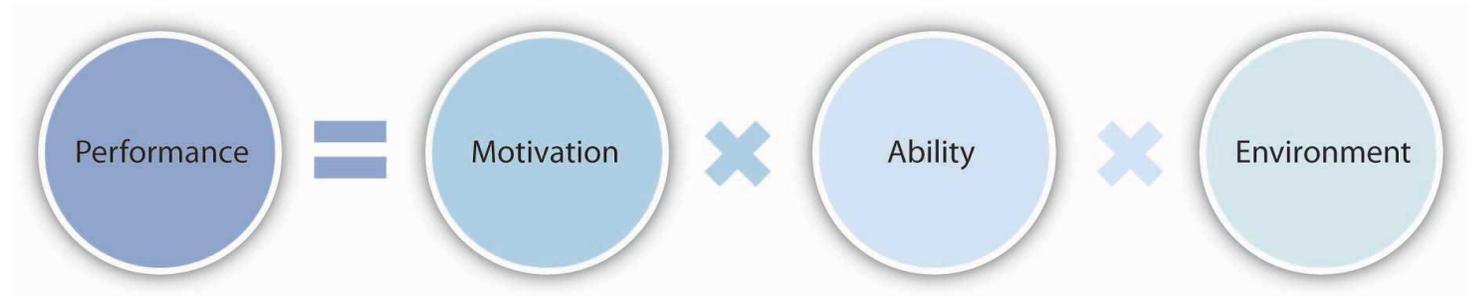


Comment reconnaît-on quelqu'un qui est motivé ?

Motivation et performance

La motivation est l'un des fondements de la performance

La motivation prédit l'effort, la persistance, pas la performance.



Equilibre entre de nombreux facteurs complexes



Motivation des Equipes

Motivation de Soi

En groupes de 3, réfléchissez aux questions suivantes :

- Quels sont les signes qui montrent un manque de motivation?
- Comment peut-on développer la motivation ?



Intrinsèque/extrinsèque

Motivation extrinsèque : carotte et bâton ;

Motivation intrinsèque : qu'est-ce qui anime cette personne?

POURQUOI FAISONS-NOUS CE QUE NOUS FAISONS ?



Extrinsèque ou intrinsèque?

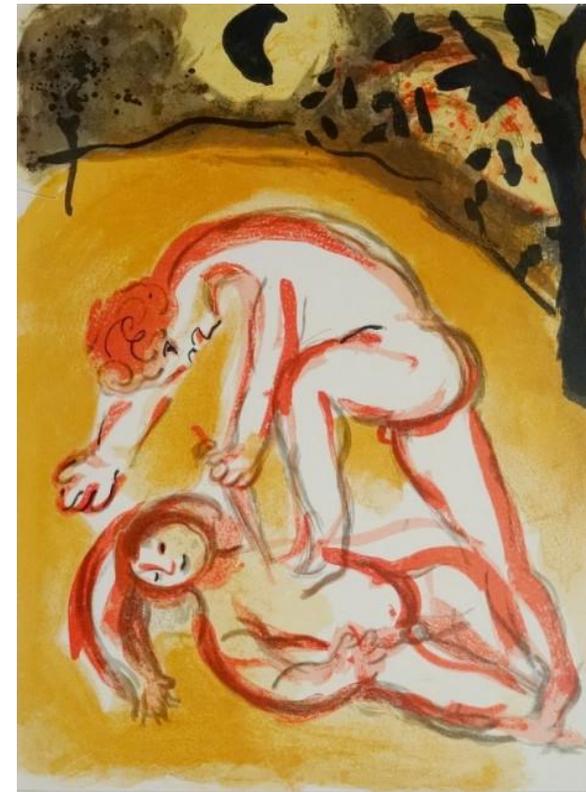
Extrinsèque et hygiène

(La théorie des Deux Facteurs de Herzberg)

Extrinsèque et cocaïne

Extrinsèque et créativité

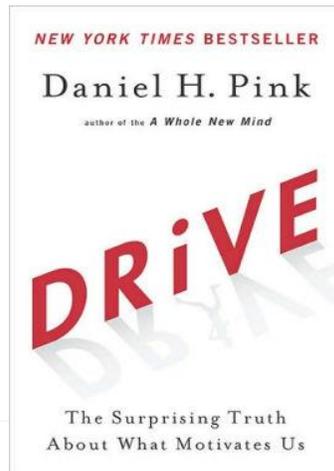
Abel et Cain au pays de la motivation



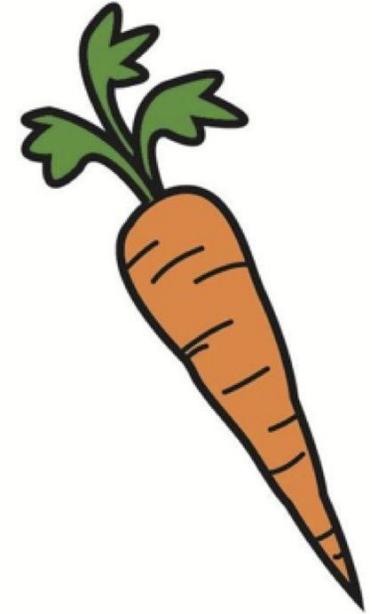
Au centre de la motivation intrinsèque

- Autonomie
- Maitrise (Talents)
- Relations
- Sens

Daniel Pink ; Ryan et Deci



>

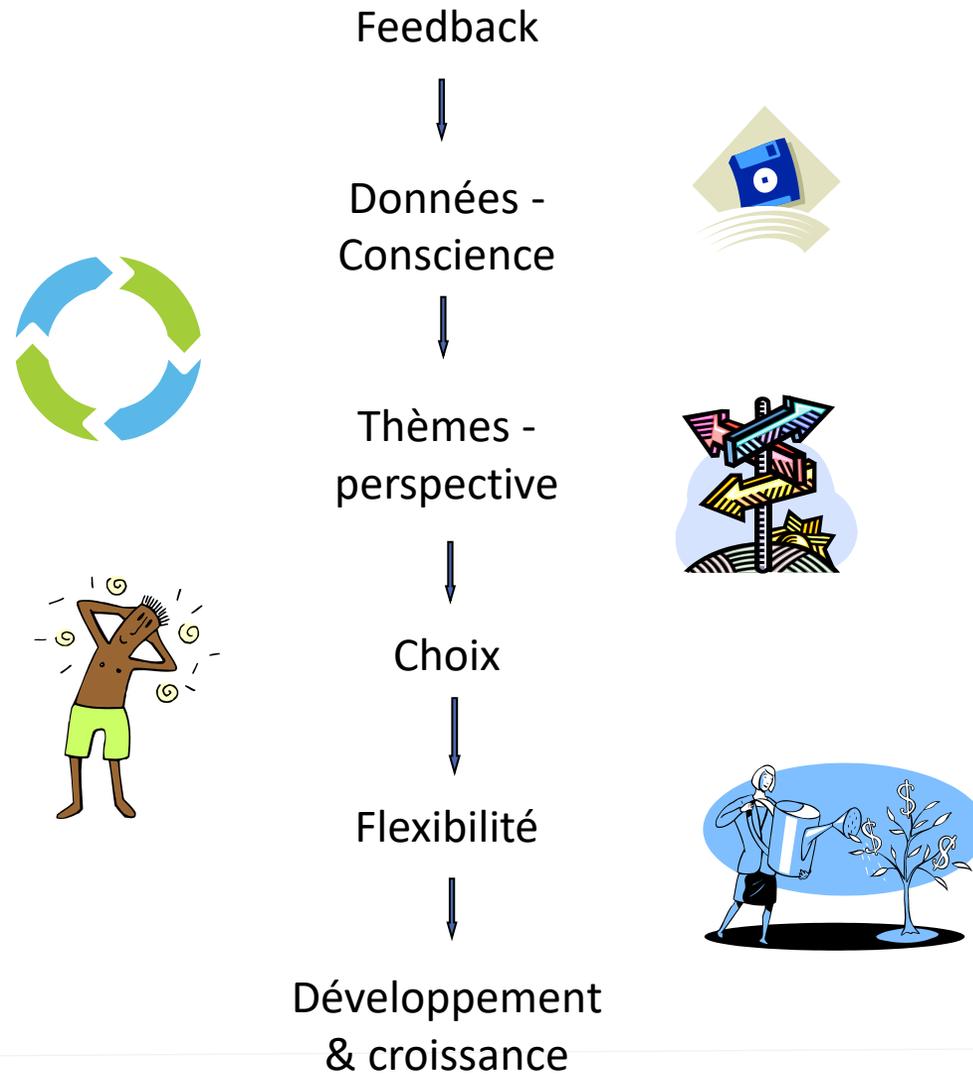


Motivation intrinsèque

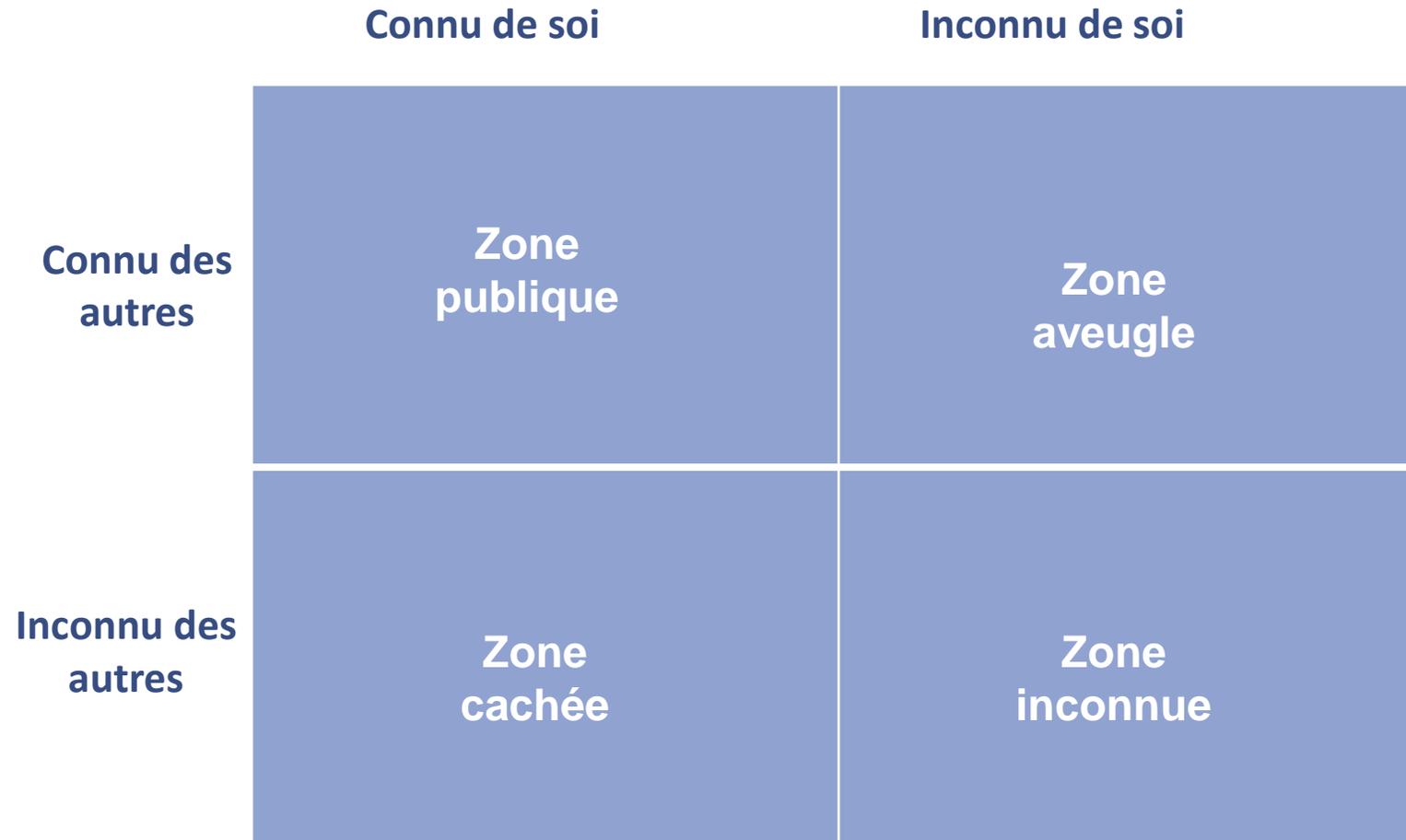
Pourquoi donner du feedback?



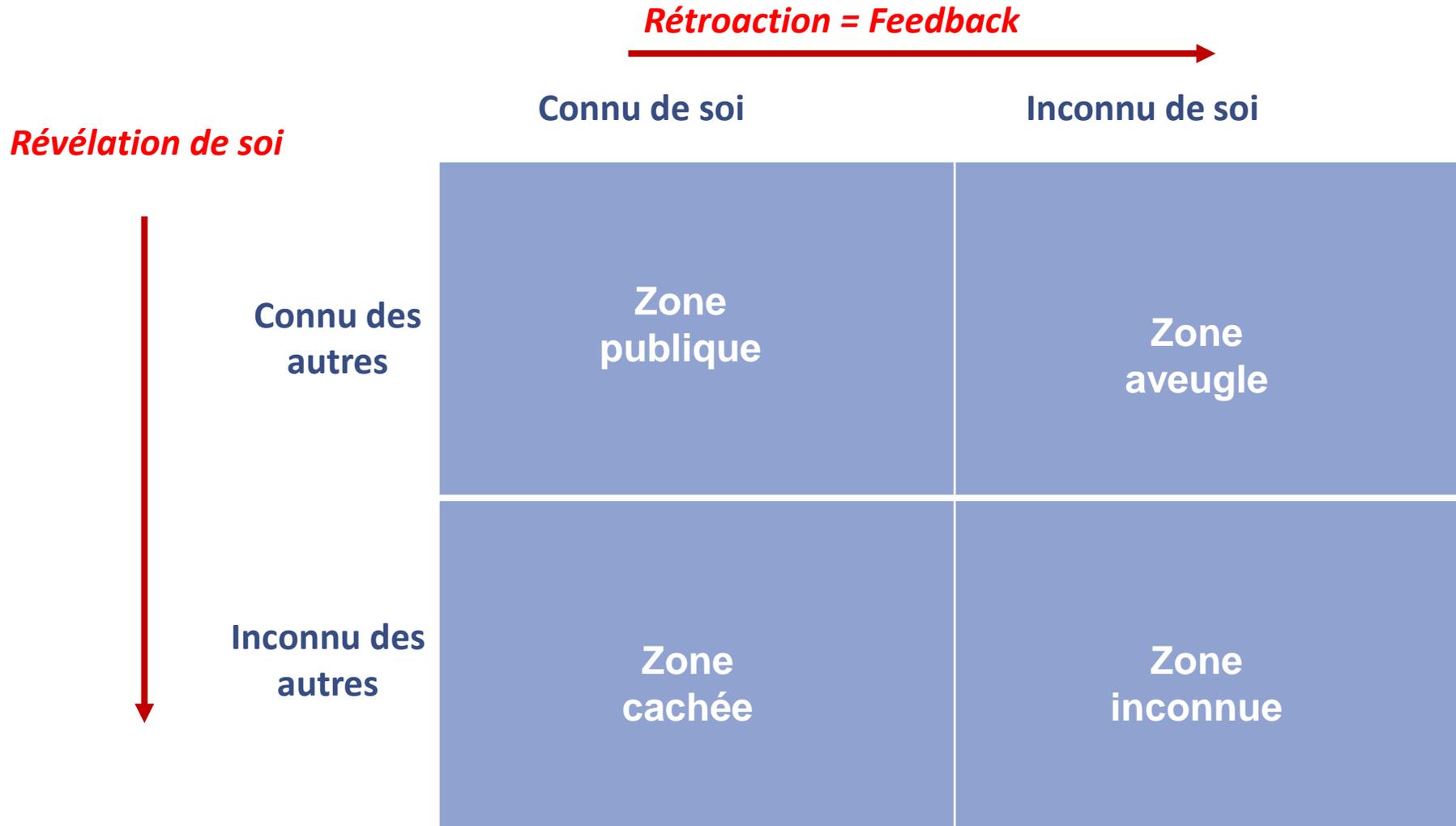
Quel est le but du feedback?



La fenêtre de Johari



La fenêtre de Johari



Donner & Recevoir du feedback

Comment en donner

Efficace

Spécifique

Se concentre sur les comportements

A partir de leur "carte du monde"

Assumé – de première main

Bénéficie à celui qui le reçoit

Fouilli & peu clair

Général

Se concentre sur les motivations

A partir de notre "carte du monde"

Pas assumé - au nom de quelqu'un d'autre

Bénéficie à celui qui le donne

Comment en recevoir

Efficace

Ecoute

Pose des Questions

Internalise

Choisit

Vu comme une opportunité d'apprendre

Fouilli & peu clair

N'écoute pas

Critique

Détourne / rejette la faute

Trouve des excuses

N'apprend pas

Recevoir, Réfléchir, Répondre

Modèles de Feedback

Vous pouvez facilement construire le vôtre : réfléchissez à l'issue que vous souhaitez pour la conversation que vous menez et aux commentaires qui aideraient toutes les personnes impliquées à progresser vers cette issue.

Plus de..... Moins de....

Ce qui m'a enchanté était..
Ce qui me préoccupe c'est....

Ce que j'apprécie à propos de ton travail actuel c'est...
Ce que j'aimerais que tu développes...

Ce qui s'est bien passé c'est
Un domaine de développement c'est

S ituation	Décrire la situation en précisant le lieu, le moment et les circonstances.
C omportement	Décrivez ce que vous avez observé (et non votre sentiment ou votre impression).
I mpact	Décrire le résultat précis du comportement

Exercez-vous avec votre binôme

A l'aide d'un des modèles de feedback, construisez un feedback pour quelqu'un avec qui vous travaillez, qu'il s'agisse de la partie prenante que vous avez utilisée tout au long de la journée ou d'une personne différente.

Ensuite, avec votre binôme, expliquez brièvement le contexte et votre binôme jouera le rôle de cette personne, tandis que vous vous entraînez à donner le feed-back. Votre binôme peut ensuite donner son avis sur ce qu'il pense être une bonne chose et sur les points à améliorer.

10 minutes - 5 minutes chacun

Plus de..... Moins de....

Ce qui m'a enchanté était..

Ce qui me préoccupe c'est....

Ce que j'apprécie à propos de ton travail actuel c'est...

Ce que j'aimerais que tu développes...

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S ituation	Décrire la situation en précisant le lieu, le moment et les circonstances.
C omportement	Décrivez ce que vous avez observé (et non votre sentiment ou votre impression).
I mpact	Décrire le résultat précis du comportement

Interpréter votre rapport 360



Qualtrics 360 Feedback Evaluation
3rd December 2020

Carla Bruni



À propos du rapport

Ce processus de feedback à évaluateurs multiples est conçu pour vous aider dans votre développement professionnel. Quand il est bien utilisé, il peut :

- Encourager une communication sincère et honnête entre vos collègues et vous-même.
- Aider à identifier vos qualités professionnelles et les opportunités de développement.
- Vous donner des occasions pour améliorer vos compétences grâce à une meilleure connaissance des perceptions et observations des autres sur votre travail.
- Orienter vos conversations avec vos collègues pour vous tenir au fait de leurs observations et de leurs suggestions.

Vos sondés

Les personnes suivantes ont été invitées à participer à votre feedback à 360° de développement

Nombre d'évaluations reçues	15
Nombre d'auto-évaluations reçues	1
Nombre d'évaluations reçues de managers	3
Nombre d'évaluations reçues de subordonnés	4
Nombre d'évaluations reçues de pairs	7

Échelle d'évaluation

L'échelle d'évaluation suivante a été employée au moment du feedback des évaluateurs

Rarement	1
Occasionnellement	2
Souvent	3
Presque toujours	4
Toujours	5

Vous trouverez sur la page suivante un aperçu de vos résultats pour chaque section, ainsi qu'une comparaison entre votre propre évaluation et celle des autres. Vous trouverez un descripteur à côté de chaque section ;

Point fort évident - tous les évaluateurs vous ont évaluée 4 ou plus et vous avez auto-évaluée 3 ou plus.

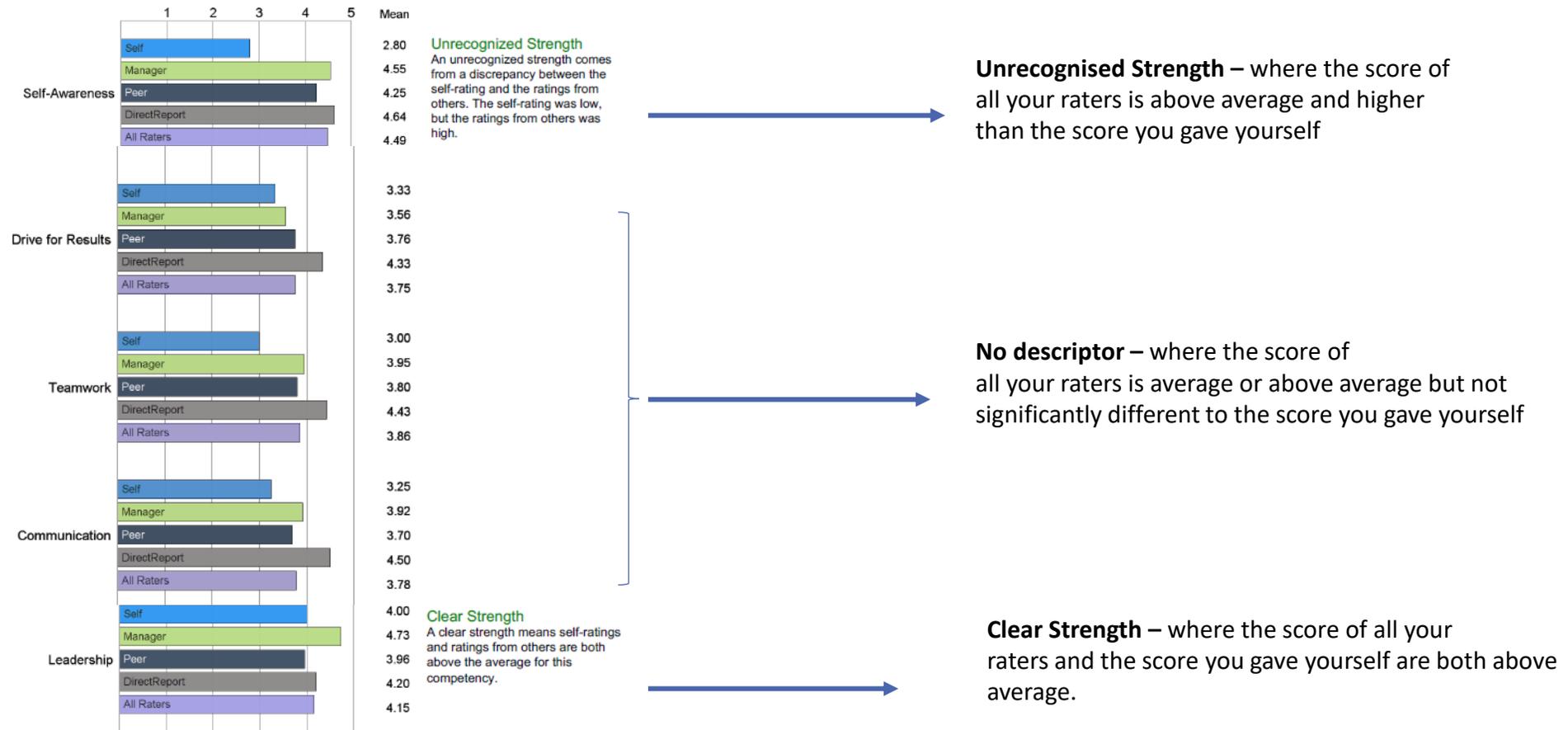
Point fort non reconnu - tous les évaluateurs vous ont évaluée 4 ou plus et vous avez auto-évaluée moins que 3.

Angle mort - tous les évaluateurs vous ont évaluée 2 ou moins et vous avez auto-évaluée 3 ou plus

Domaine de développement - vos résultats se trouvent 2 ou moins aussi bien pour vos évaluateurs que pour vous-même.

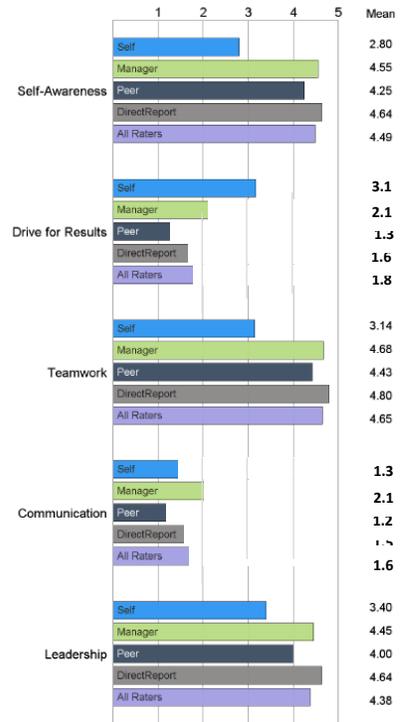
S'il n'y a aucun descripteur à côté de la section, cela signifie que vos résultats se trouvent entre 3 et 4 aussi bien pour vos évaluateurs que pour vous-même.

Scoring Overview



All Raters is the average score of Manager, Direct Report and Peer; it excludes Self. See page 2 for guidance

Scoring Overview



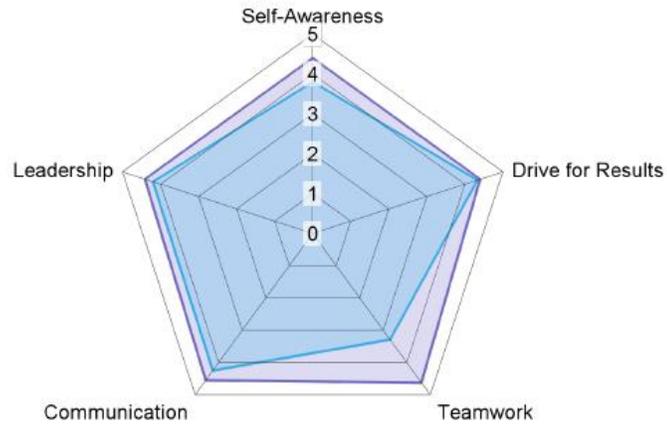
All Raters is the average score of Manager, Direct Report and Peer; It excludes Self.
See page 2 for guidance

Blind Spot – where the score of all your raters is below average and significantly lower than the score you gave yourself

Area for Development – where the score of all your raters and the score you gave yourself are both below average.

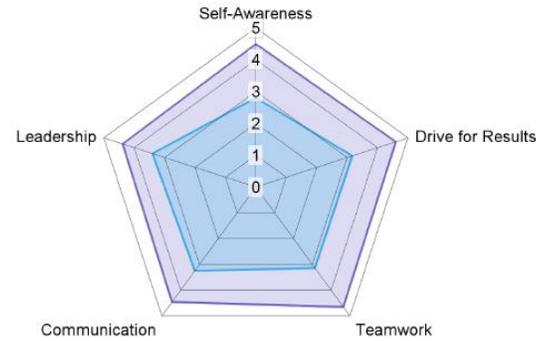
Scoring Radar

■ Self ■ All Raters



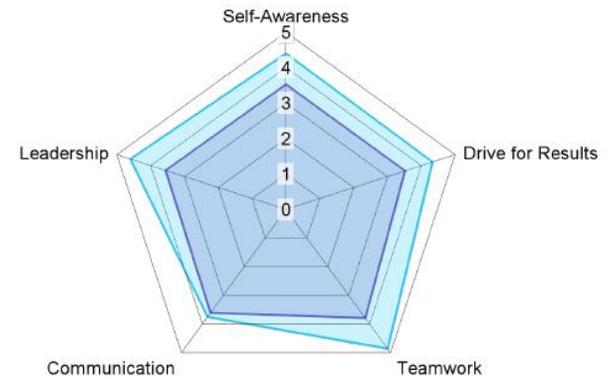
Radar Charts plot multiple scoring categories on one graph for easy comparison. Categories become points on the graph with the distance from the center indicating the value of the score in that category.

In the graph above you can compare your self evaluation to the average of your evaluators excluding you (i.e. all raters).



Subject has scored self lower than All Raters in every segment

Subject has scored self higher than All Raters in every segment



Positive and Negative Gaps

Positive Gaps					
Rank	Scoring Category	Item	All Raters	Self	Gap
1	Teamwork	Respond positively when receiving constructive feedback	3.50	2.00	1.50
2	Teamwork	Work effectively in a team	4.00	3.00	1.00
3	Teamwork	Value and respect differences amongst team members	3.93	3.00	0.93
4	Teamwork	Give constructive and helpful feedback to others	3.86	3.00	0.86
5	Communication	Convey credibility and expertise when communicating with others	3.86	3.00	0.86

The top questions where All Raters have scored you higher than you scored yourself – green highlight if delta >1

Negative Gaps					
Rank	Scoring Category	Item	All Raters	Self	Gap
1	Teamwork	Support the continuous development of others	3.29	5.00	-1.71
2	Leadership	Help team members resolve work-related problems	3.71	5.00	-1.29
3	Leadership	Take team members' ideas and opinions into account when making decisions	2.86	4.00	-1.14
4	Drive for Results	Contribute to a culture of continuous improvement	3.29	4.00	-0.71
5	Drive for Results	Achieve objectives even when faced with obstacles and challenges	3.36	4.00	-0.64

The lowest questions where All Raters have scored you lower than you scored yourself – amber highlight if delta < -1

The Gap Assessment table displays your five highest positive gaps and five lowest negative gaps. The table automatically compares data from All Raters and yourself in a scoring category, or an item within a scoring category. Gap > 1 is highlighted in green; gap < -1 highlighted in amber.

5

High and Low Scores

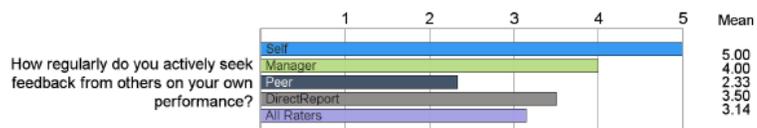
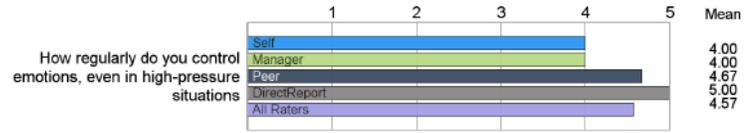
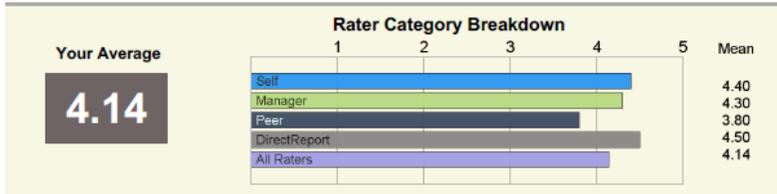
Highest Scores			
Rank	Scoring Category	Item	Average
1	Teamwork	Treat others with respect	4.50
2	Leadership	Help team members resolve work-related problems	4.20
3	Drive for Results	Prioritise work based on the needs of the organisation and its customers	4.20
4	Teamwork	Respond positively when receiving constructive feedback	4.10
5	Self-Awareness	Demonstrate an awareness of how Stefano Biagini's actions and decisions affect others	4.10

Lowest Scores			
Rank	Scoring Category	Item	Average
1	Leadership	Translate NATO's strategy into concrete actions / plans	3.92
2	Self-Awareness	Actively seek feedback from others on Stefano Biagini's own performance	4.08
3	Teamwork	Delegate effectively	4.15
4	Leadership	Hold team members accountable for achieving their objectives	4.15
5	Communication	Tailor Stefano Biagini's communication to the needs of the audience	4.23

Highest and Lowest represents scores on "All Raters". Tables show 5 highest and lowest scores that you received in a scoring category, or an item within a scoring category. Scores >4.5 are highlighted in green. Scores <2 are highlighted in red.

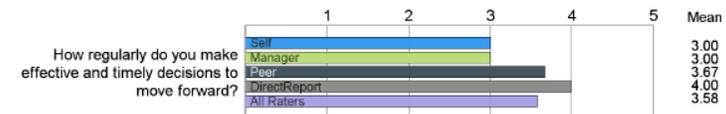
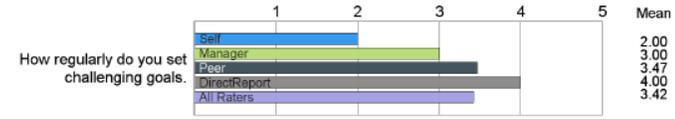
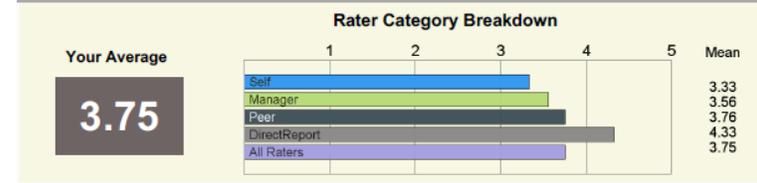
6

Self Awareness



Your Average represents scores on *All Raters*.

Drive for Results



Your Average represents scores on *All Raters*.

Feedback supplémentaire

Que devriez-vous envisager d'arrêter de faire afin de continuer à vous développer et à progresser ?

Page 13

Que devriez-vous commencer à faire afin de continuer à vous développer et à progresser ?

Page 14

Quelle est votre plus grande force et que devriez-vous continuer de faire afin de continuer à vous développer et à progresser ?

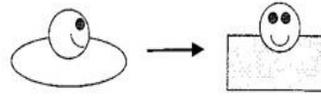
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Feedback avec votre binôme entre les Modules

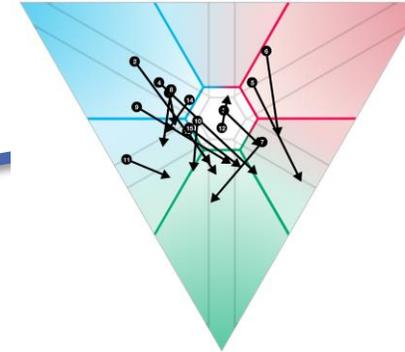
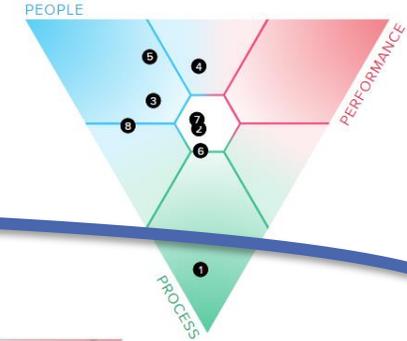
- Votre 360 vous sera envoyé par email à l'issue de ce module.
- **Binômes**– rencontrez vous au moins une fois et échangez sur vos feedback 360
 - Qu'avez-vous ressenti en lisant votre 360?
 - Quelles sont les points forts mis en avant?
 - Quel est le domaine que vous voudriez développer/renforcer?
 - De quoi avez-vous besoin pour cela?
- Assurez-vous de partager le temps équitablement, de permettre à chacun d'explorer son feedback, posez des questions ouvertes. Remarquez s'il y a des jugements ou des reproches. Soutenez-vous et encouragez-vous.
- Vous pouvez en discuter avec votre coach lors de la prochaine session de coaching.

Module 2 recap

Pouvoir Personnel & de Position



A chooses to build rapport with B and starts matching.



Qualtrics 360 Feedback Evaluation
3rd December 2020



POURQUOI FAISONS-NOUS CE QUE NOUS FAISONS ?



>



Motivation intrinsèque



Entre les Modules

- **Binômes**– rencontrez vous au moins une fois et échangez sur vos feedback 360

- **Familiarisez-vous avec votre SDI** : SVM, Séquence de Conflit et Forces ; pratiquez la communication fondée sur le SDI ; connectez-vous sur la plateforme et explorez-là ; complétez le feedback et obtenez un test SDI gratuit pour un ami ou un membre de votre famille.

- **Fin mars-Début avril : coaching n°2.**

Sujets possibles (à titre purement indicatif) : votre 360 , votre SDI, vos priorités d'apprentissage, vos préoccupations managériales du moment

Vous aurez un document sur le portail pour vous aider à préparer la session si vous le souhaitez.

