Soft skills

Taking a Step Back: Big Picture and Reading the Issues

One day to step out of day-to-day management and read what is at stake around your role: market, customers, regulation, organisation, interests at play. Participants learn to place a problem within its system, identify the stakes of the people they deal with and present a subject from their scope from the angle that matters to management.

Duration : 1 day

Objectives

1. Place your activity in the company's value chain and in its environment
2. Analyse a situation as a system: actors, flows, interdependencies, feedback effects
3. Identify each stakeholder's stakes, beyond the positions they state
4. Distinguish operational, tactical and strategic topics in your scope
5. Present a subject by linking it to management's priorities

Programme

Day 1 — morning

• Head down in the daily grind: what you no longer see from your post

• Reading the environment: customers, competitors, suppliers, regulation, technology, society

• Systems thinking: loops, delays, side effects of a local decision

• Exercise: system map around a recurring problem in your department

Day 1 — afternoon (workshop)

• Stakes and positions: what each actor is trying to protect or obtain

• Changing level: from the fact to the topic, from the topic to the stake for the company

• Presenting a subject to management in three minutes: context, stake, options, request

• Workshop: summary note on a real file from your scope, written for management

• Knowledge test and presentation of the notes to the group

Teaching methods

• System maps built on the participants' real problems

• Business case: a late delivery re-read from the angle of the customer, finance, production and reputation

• Presentations to a simulated management committee, with feedback from the group

• Reading industry news to draw out the implications for the company

• Groups mixing participants from different functions

Assessment and documents

Knowledge test and presentation of the summary note produced in the workshop, with a follow-up evaluation at D+1. Numbered training certificate, verifiable online, for each participant; training report handed to the company.

Bilingual materials for every participant; each classroom course comes with its digital twin on OmniLearn.

Good to know

To complement the economic reading, see "Understanding the Business Model of Your Company". To look several years ahead, "Anticipating: Scenarios and Strategic Thinking" extends this day.

Practical information

Duration	1 day
Audience	Experienced managers, experts called to cross-functional responsibilities, members of management teams
Prerequisites	A few years of experience in a management or expert role
Group size	Groups of 6 to 12 participants, in-company
Format	In-company, face to face on your site
Language	French, Darija or English; bilingual materials
Funding	OFPPT special training contracts (TFP), GIAC, Maroc PME: we prepare the applications with you, at no extra cost.
Programme customisation	Programme adapted to your procedures, your equipment and your audience

Frequently asked questions

Who is this training designed for?

Managers and experts moving from an operational role to a broader one: site manager, newly promoted department head, an expert called onto a committee, a future member of a management team.

How does it differ from "Anticipating: Scenarios and Strategic Thinking"?

Taking a step back means reading the present situation as a whole. Anticipating means building scenarios of the future and preparing the organisation for several possible futures. The first day is good preparation for the second.

What does the workshop produce?

A short note on a real file from your scope, rewritten for management: context, stake, options, request. It can be used as it stands after the session.

Is it useful for a newly appointed manager?

More after a few months in the post. A new manager first needs the basics of leading a team; this day becomes useful when they have to represent their department beyond their own team.