Soft skills

Understanding Others' Motivations and Behaviours

One day to understand why a colleague, an employee or a client acts as they do, instead of attributing intentions to them. Participants learn to observe behaviours, to separate needs, values, context and each person's constraints, then to adapt how they communicate and phrase a request. The cases come from their own difficult working relationships.

Duration : 1 day

Objectives

1. Distinguish observed behaviour from the interpretation we make of it
2. Explain the main drivers of behaviour at work: needs, values, interests, context and constraints
3. Identify the biases that distort our reading of others: attribution, first impressions, group effect
4. Adapt your communication and requests to the motivations of the person you are dealing with
5. Analyse a difficult working relationship and define a new way of acting within it

Programme

Day 1 — morning

• Facts, interpretations, judgements: what we see and what we assume

• What makes people act: needs, values, interests, fears, and the weight of the situation

• Reading biases: explaining others' behaviour by their character and our own by circumstances

• Exercise: re-read three behaviours participants find incomprehensible

Day 1 — afternoon (workshop)

• Behaviours under pressure: withdrawal, control, opposition, over-adaptation

• Questioning to understand rather than guess: the motivation behind a refusal or resistance

• Role play: an experienced team leader who is holding back the adoption of a new way of working

• Workshop: analysis of a difficult working relationship and an adapted communication plan, then a knowledge test

Teaching methods

• Analysis of situations brought by participants, without naming the people concerned

• Exercises distinguishing facts from interpretations

• Role plays on the understanding conversation

• Short case studies: resistance to a procedure change, a scheduling clash between two teams, a supplier who misses deadlines

Assessment and documents

Knowledge test at the end of the day, post-training evaluation at D+1. Numbered training certificate, verifiable online, given to each participant; training report sent to the company.

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

Good to know

This day extends “Knowing Yourself to Manage Better” and prepares “Motivating and Engaging Your Team”, which is more operational.

Practical information

Duration	1 day
Audience	Managers, project leaders, HR functions, sales staff and buyers
Prerequisites	No prerequisites
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

Do we learn to sort people into types?

No. The course avoids labels. It gives a method to observe, question and understand a person in a given situation, without reducing them to a profile.

How is this different from “Knowing Yourself to Manage Better”?

That other day is about the manager themselves. Here the attention turns to others, employees, colleagues, clients or suppliers, and to how to adjust your communication to what motivates them.

Is the course only for managers?

No. It suits anyone who has to obtain other people’s cooperation: project leader, buyer, sales rep, HR or support function.