

INTRODUCTION

- The following project contains the information regarding the program:

“ MANAGERIAL SKILL DEVELOPMENT”

- This program is addressed fundamentally to managerial company levels.

- Our experience contains numerous companies with success; industrial, commercial and services. Throughout this process our consultants have trained over 3,000 executives in Mexico, Central and South America.

- **The project presents the following:**

- Program methodology.
- Analyzed factors in the Managerial Diagnosis.
- Program structure and content.
- Diagram implantation.

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MANAGERIAL SKILL DEVELOPMENT

PROGRAM PREMISES

The conditions in which business develop, have experimented fundamental changes, which have strongly affected managerial practices.

It is necessary to form executives with the capacity to lead the organizations through change processes, based on managerial drive and capacity.

The Manager should have a clear understanding of the nature of his or her administrative job and should perform his or her roll based on the application of a sistematic managerial process, that allows him or her to run an effective leadership.

Experience has shown us that many executives require managerial skill development, and also need o acquire healthy habits in their processes and basic interactions.

- The program is designed to go in depth in the managerial basic process of: **Planning, Design and Organizational Process, Management and Leadership, Managerial Monitoring and Innovation and Change.**

MAIN CHARACTERISTICS

- The implantation of the program is modular, with enough time between each session to allow experimentation of new managerial practices.

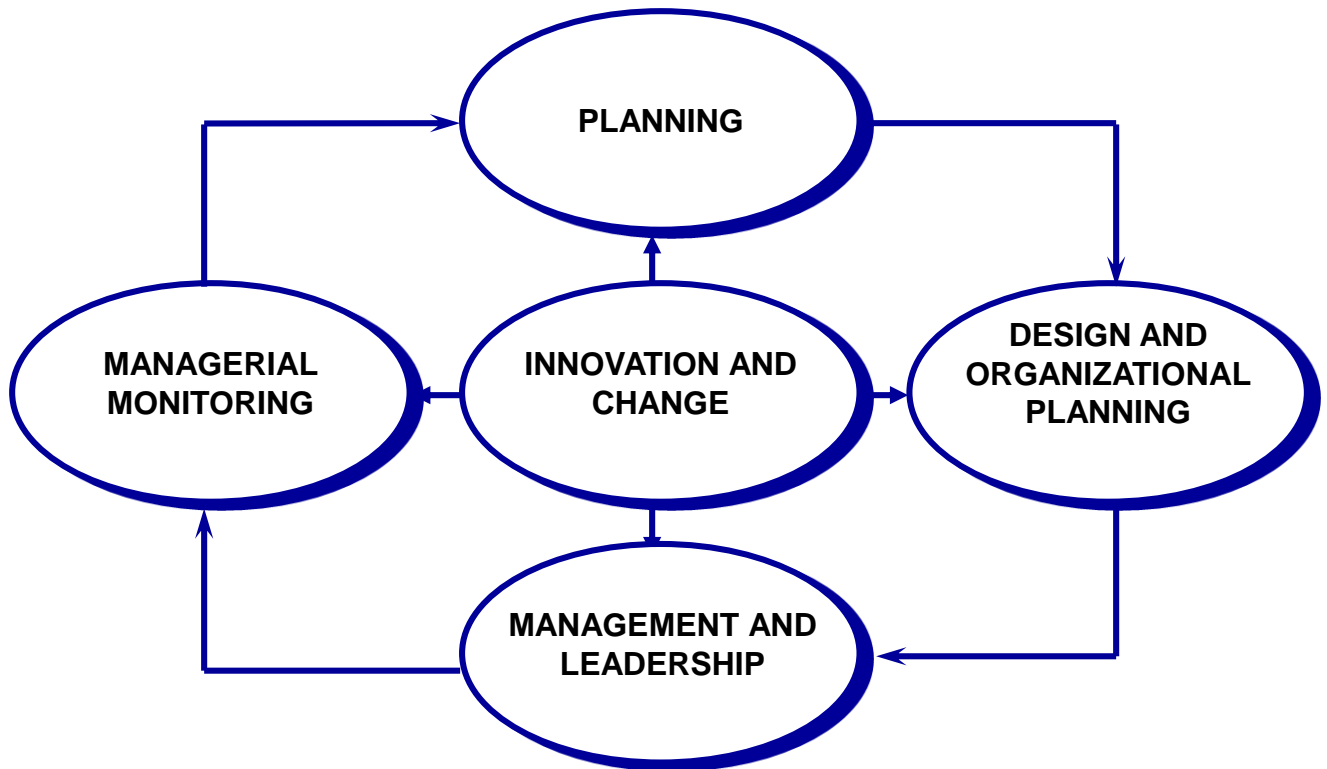
- It includes a Diagnosis at the beginning and the end of the program, as a powerful feedback tool. The analysis and topics are based on the executives's own reality, allowing decision making and it also facilitates action.

- It is an integral program, based on a unique conceptual vertebrae, that provides solidity to the general proposed model.



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BASIC MANAGERIAL PROCESS



The model that the program proposes, is based on five basic processes, which include in an integral manner, the managerial job nature.

- Planning
- Organization
- Management
- Monitoring
- Innovation

The program consists of six modules, with a duration of three days each.

PROGRAM METHODOLOGY

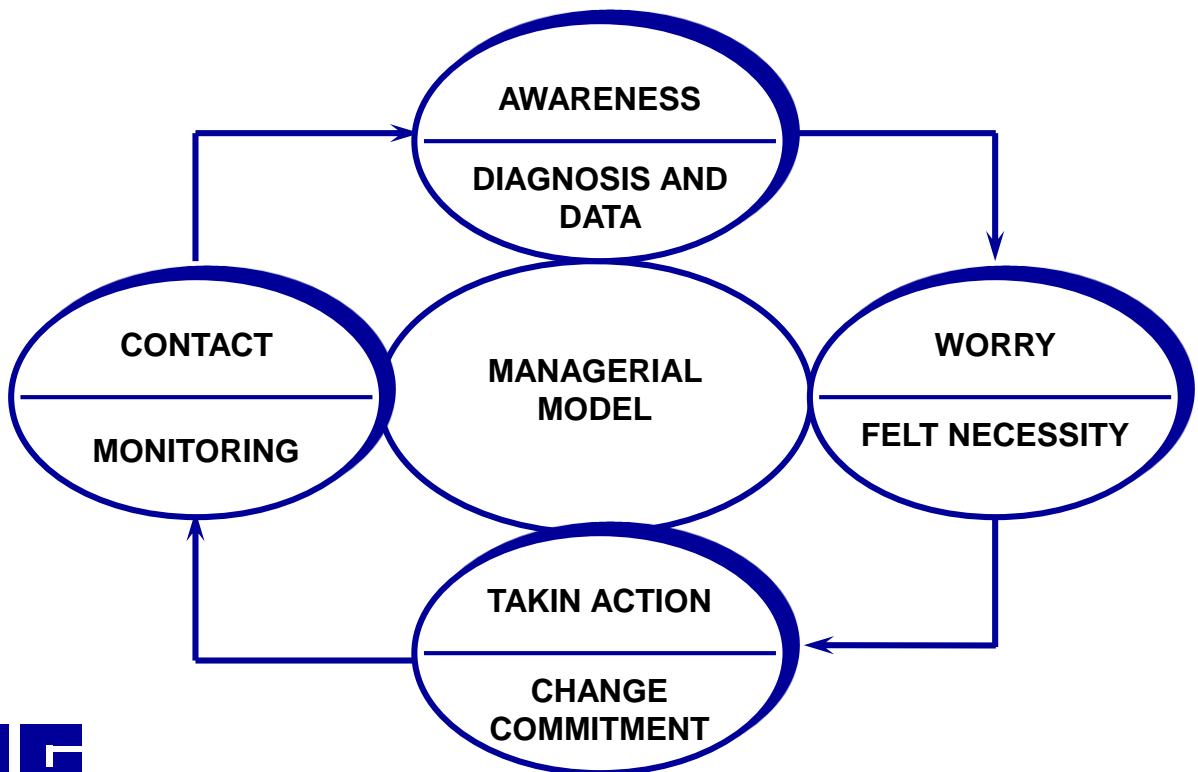
The program design includes in its sessions:

- A theoretical and conceptual frame.
- Simple models and managerial concrete practices.
- Group and individual diagnosis that serve as conscience generators.
- Processes in small groups for the establishment of convictions and experience interchange.
- Identification of personal change commitment.
- Homework/tasks and previous reading.

THE CHANGE AND DEVELOPMENT MODEL

In each session and topic it is intended to generate in the executive, the necessity to explore and develop new managerial habits, that allow him or her to improve his or her effectiveness in a significant way.

The process is visualized as a change model that implies four basic stages:



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MANAGERIAL DIAGNOSIS

As a fundamental part of the process, the Managerial Diagnosis are applied, which are performed by the collaborators of the participant executives of the program.

These diagnosis provide information regarding three great aspects:

ORGANIZATIONAL ENVIRONMENT

Information is gathered regarding the impact of the managerial practices of the executive, in the environment, motivation and commitment of the group that he or she leads, and the own perception of the group within the organization.

The perception of the collaborators is analyzed regarding the following factors:

- Information
- The superior
- Reward
- Career development
- Work environment
- Own position
- The organization
- Group relationships
- Operational support
- Motivational level

MANAGERIAL BEHAVIOR

It provides data regarding the group in which the executive creates conditions that favor development and successful performance of his or her collaborators, with the help of his or her everyday practices and managerial behavior.

The factors that are analyzed are:

- Goals and responsibilities
- Conduct knowledge
- Motivation
- Experience benefits
- Future responsibilities
- Delegation
- Advice and help
- Work relationships
- Group activities
- Training results

TEAMWORK

Information is obtained regarding the effectiveness of the executive to favor teamwork and take care of the group necessities.

The analyzed factors are:

- The superior in group sessions
- How does the team respond to challenge
- Decision making process
- Problem solving
- The roll of the group participants
- Handling conflict
- General attitude



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PROGRAM STRUCTURE

Module 1	MANAGERIAL MODEL AND PLANNING
Module 2	DESIGN AND ORGANIZATIONAL PLANNING
Module 3	MANAGEMENT AND LEADERSHIP
Module 4	INTERACTIONS AND MANAGEMENT DIALOGS
Module 5	MANAGERIAL MONITORING
Module 6	INNOVATION AND CHANGE

Additional modules can be integrated to the program:

- **BUSINESS VISION AND STRATEGIC PLANNING**
- **MANAGING SERVICE**
- **NEGOTIATION SKILLS**
- **LIFE AND CAREER PLANNING**
- **EFFECTIVE WORK GROUPS**



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Module **1**

**MANAGERIAL MODEL
AND PLANNING**

- **The Managerial Model**
- **Managerial Processes**
 - Current situation analysis
 - Convictions
- **Carrer Plan**
 - 5-year vision
 - The process of skill development
 - Carrer conflicts
- **Managerial Diagnosis Analysis**
 - Organizational Environment
 - Managerial Behavior
 - Teamwork
- **Time administration**
 - Use of time analysis
 - Time record
 - Management and Time
- **Change commitments**

Module **2**

**DESIGN AND
ORGANIZATIONAL
PLANNING**

- **Commitment update and review**
- **Organizational Planning**
- **Solving position definition problmems**
 - Typical problems
 - Six basic methods
- **Power problem solving**
 - Power problems in the organization
 - Four concrete methods
- **Solving Selection Problems**
 - Typical problems
 - Two solution methods
- **Structure analysis and design**
 - Structure analysis method
 - Organization Structure Design
 - Structural alternatives and present trends
- **Individual Positions Design**
- **Formal and Informal Power**
- **Selection Decision Improvement**



Module **3**

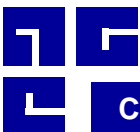
Management and Leadership

- **Commitment update and review**
 - **Managerial Behavior**
 - **Leadership Models**
 - Classic models
 - Transforming Leadership
 - The leader and his or her basic behaviors
 - **Analysis of self-behavior**
 - **Work teams**
 - Two key variables: Method and Process
 - Group efficacy analysis
 - **Meeting management**
 - Meetings analysis
 - Coordination criteria
 - **Group interaction**
 - Competition phenomenon
 - Interaction strategies
 - Self-guided groups and the roll of the leader.
 - **Career plan**
 - **Feedback and self-knowledge**
 - **Change commitments**
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Module **4**

INTERACTIONS AND MANAGERIAL DIALOGS

- **Commitment update and review**
 - **Selection Dialog**
 - Use of specifications
 - Selection interview
 - **Performance improvement**
 - Types of dialog for performance improvement
 - Practicing dialog for performance improvement
 - **Help and advice**
 - Solving behavior problems
 - Practicing dialog for help and advice
 - **The manager as a peoples developer**
 - Development Dialog: Current and future position
 - **Promote autonomy**
 - From dependence to autonomy
 - Motivational factors
 - **Change commitments**
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Module **5**

**MANAGERIAL
MONITORING**

- **Commitment update and review**
 - **Managerial Monitoring**
 - Monitoring vs. Checkpoints
 - Guaranteeing results
 - **Monitoring at a management and administration level**
 - **Monitoring at times of adversity**
 - Avoiding decisions of panic
 - **Monitoring at a functional level**
 - Critical processes and key indicators
 - **Monitoring people's results**
 - **Reviewing checkpoints**
 - Operation budget
 - Monitor reports
 - **Monitoring and managerial processes**
 - **Change commitments**
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Module **6**

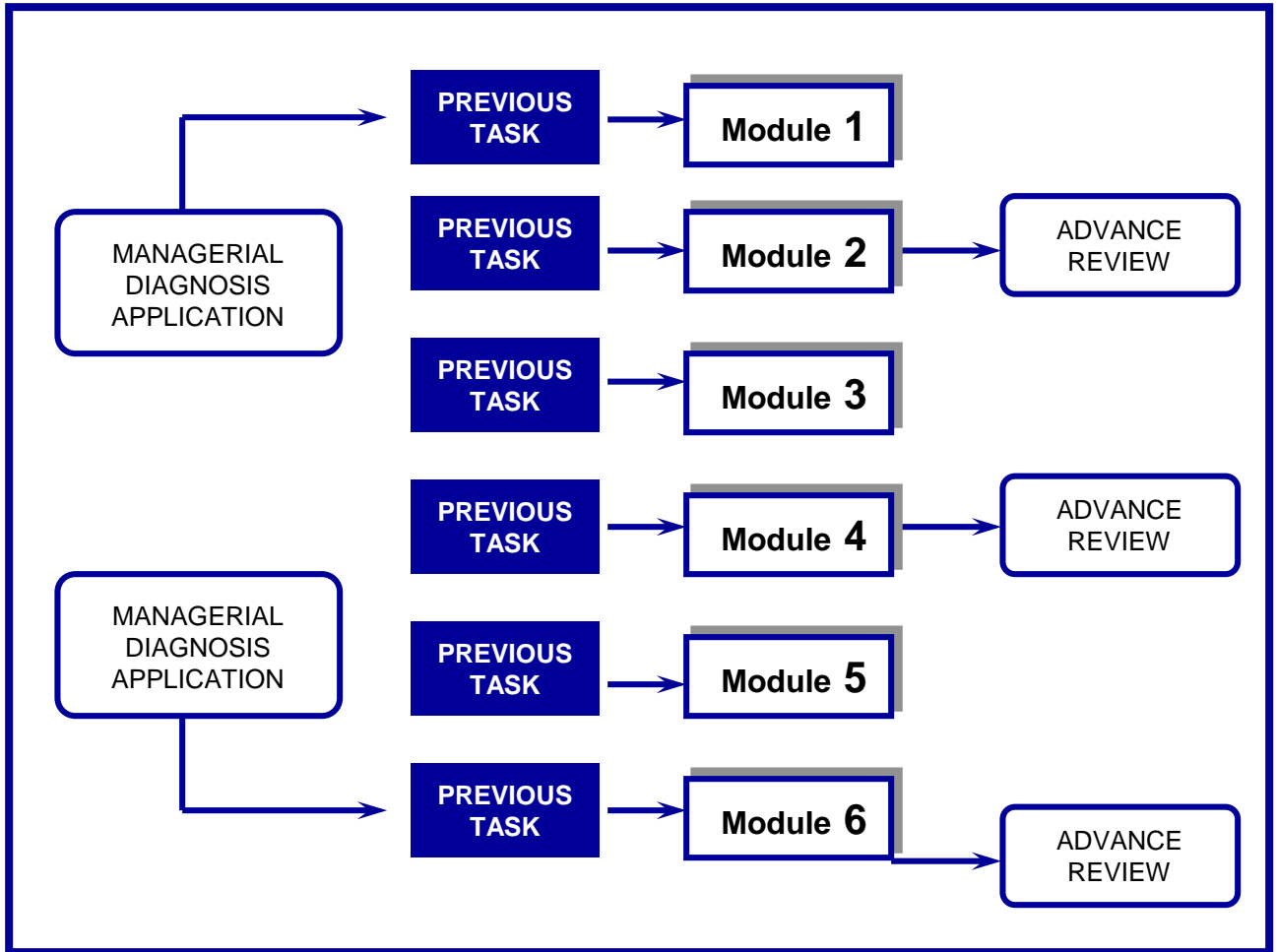
**INNOVATION
AND CHANGE**

- **Commitment update and review**
- **Innovation and follow-up**
 - Creating favorable conditions
- **Analysis of Managerial Surveys**
 - Environment and Motivational Level
 - Managerial Behavior
 - Teamwork
- **Convictions and change efforts review about:**
 - Planning
 - Organization
 - Management
 - Monitoring
- **Follow-up commitments**
 - Future opportunities
 - Next steps



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IMPLANTATION DIAGRAM



√ It is suggested that every module be taken with a period of time between each of six to eight weeks. It is convenient to consider two instructors for all of the program, distributing their participation among the six modules.

√ Each module has a duration of three days of eight working hours each. The whole program lasts 18 days.

√ The program includes at least three meetings of advance review, with the purpose of assuring congruence with internal processes and defining the topics in which it is necessary to make a particular emphasis.



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ECONOMICAL INVESTMENT

Management Skills Development “MSD”

The price of the program for a maximum of 21 participants is:

€ XXXXX,xx

This price includes:

The six module instruction of three days each.

Two “survey-diagnosis” applications, at the beginning and at the end.

Individual and group follow-up binnacle.

Diplomas for all participants.

Previous tasks for each module.

If we provide original the material

The instructor’s transportation expenses, lodging and meals will be on account of the client.



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Ramón Galarza Chardi

He graduated in Business Administration degree from the National Autonomous University of Mexico. He completed his postgraduate studies with doctoral promotion in Industrial Sociology and Communications in the German Republic, Masters in Human Development University Iberoamericana Mexico, Masters in Social Anthropology productive groups, Azmos Euskadi Spain Foundation. (E-Lerning)

He has held several Executive positions in companies such as Nestlé, CEPSE, AC, Minera Autlan, Tabasco State Government and DANDO Group, a company where he was Senior Consultant and Sales Director.

He received training in the areas of Organizational Development, Organizational Structures Consulting, Process Management, and Intervention Organizational Transactional Analysis in consulting as Zenger Miller, Achieve Group and Giving Group in Mexico among other companies.

In his thirty years as a consultant to management intervened and taught multiple seminars in Mexico, Mabe Grupo Bacardi & Co., Bancomer, Grupo FEMSA, Hules Mexicanos, Planned Security Group, Cigarrera la Modena, HSBC Bank, Nielsen, Industrias Alen, ICA Group, ABB Co

In Central and South America has worked with companies such as Republic Tobacco, Copemontecillos and VICESA in Costa Rica, Management Association of Guatemala, Banco Central de Guatemala, Chiquita Group Banana in Honduras and Costa Rica, DP-DHL, Mclean, Mabe, Kellog's and Coca Cola Femsa in Argentina, Brazil, Colombia, Ecuador, Peru, Venezuela, among others

His areas of expertise are; Management Development, Leadership, Effectiveness of Work Teams, Organizational Process Design, Development and Management Control.

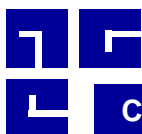
He is a founding partner of AGC CONSULTANTS (1994)



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CUSTOMERS

- DP - DHL (México, Brasil, Argentina, Chile)
- Grupo Mabe
 - Mabe México
 - Mabe Andina
 - Mabe Centro-América
 - Mabe Mercosur
- Bacardi México
- USG de México
- Quaron AG Holanda
- Schwarz AG Feinblechtechnik Suiza
- MG-Plan AG Alemania
- Grupo Comercial Mexicana.
- Penske México
- Artefacta de Ecuador
- ABB. Co. Latino América
- Dräxlmaier de México
- Crédito Real S.A. de C.V.
- Fábricas Monterrey, S.A. De C.V.
- Grupo FEMSA - Div. Empaque
- Grupo ICA
- Jomar Industrias, S.A de C.V.
- Grupo RIMSA S.A. de C.V.
- Sociedad Cuauhtémoc y Famosa Grupo FEMSA.
- Cummins México, S.A. de C.V.
- Continental México, S.A. de C.V.
- Vendo de México, S.A. de C.V



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