

## Program MICROMBA MB 8

(Next program dates can be obtained from [info@micromba.ch](mailto:info@micromba.ch))

Day	Time	Topic	Module Content	Purpose of the Module
Day 1	8:30 am - 9:30 a.m.	<b>Introduction and Program Rules</b>	Clarify everyone's expectations and explain what is expected of the participants	Explain the rules of the program game which aims to give the tools to draw more satisfaction from your professional activity and show what each is really capable
	9:30 a.m. - 1 p.m.	<b>Introduction -Team building</b>	Activities intended to strengthen group cohesion and develop the ability to work in a team.	Allow participants to know each other and bond
	2 p.m. - 6 p.m.	<b>How to innovate and sell your projects Part 1</b>	The opportunity file to present a project convincingly. Initiation to the IPO model to stimulate innovation, in particular non -technological, as well as entrepreneurial proactivity supporting the objectives set. Alignment of innovation with the mission and the objectives of the organization. From the identification of the opportunity to the implementation plan. Key factors of success.	Master the tools to select the most relevant projects and eliminate those that must be. Learn to present decision -makers only solid files that cover all the questions that must be asked to subject only one complete file once and put all the odds on its side to obtain a favorable response (whatever the request). Teach the intrapreneur tools so that participants can become proactive and committed change agents.
Day 2	8:00 a.m. - 12:00 p.m.	<b>How to innovate and sell your projects Part 2</b>	Continuation of the previous day	
	1:00 p.m. - 5.30 p.m.	<b>Project management with GDPM</b>	Planning and organization. Monitoring and monitoring tools. Management of roles and responsibilities. Management of deadlines and budgets. Errors to avoid.	Teach a simple project management tool that allows anyone to manage a small project whose dimension corresponds to the daily life of employees.
Day 3	8:30 am - 5:30 p.m.	<b>Fair and Caring Leadership part 1</b>	Understand the expectations of employees and explain his own. Management of meetings. Communication of decisions. Leadership of teams and support for employees. Define a clear mission for its unit. Choose indicators relevant to your unit. Communicate the mission and objectives.	Give a toolbox to implement a fair and benevolent leadership that takes into account the human and which values it. The keys to collaboration under the confidence regime.
Day 4	8:30 a.m. - 12:30 p.m.	<b>Fair and Caring Leadership part 2</b>	Continuation of the previous day	
	1:30 p.m. - 5.30 p.m.	<b>Marketing and market research</b>	Methodology and state of mind to develop a focused service on user expectations.	To reach out to the excellence of a service, it is necessary to know its market as well as the key success factors which will lead to the satisfaction of the beneficiaries of this service.

<b>Day 5</b>	8:30 a.m. - 12:30 p.m.	<b>Intercultural intelligence</b>	Recognize the differences and risks of not understanding. Surfing diversity within teams and customers. Decoding tools. Errors to avoid.	A better understanding of other cultures and diversity. How to interact with them.
	1:30 p.m. - 6:00 p.m.	<b>Digital transformation</b>	Meaning of digital transformation. Digitalization tools. Involvement on the functioning of teams and organization. How to approach digital transformation. Traps to avoid.	Understand what digital transformation is and in which it differs from simple digitalization; Understand what role play the software and their development methodology in the vague digital transformation. Understand the latest disruptive trends in information and communication technologies (ICT).
<b>Day 6</b>	8:30 a.m. - 6 p.m.	<b>Insertion of projects in the organization and management of stakeholders</b>	The insertion of a project in an organization. How to avoid rejection by the company's immune system. Human factors for project management.	Better control the human dimension of a project by managing resistance.
<b>Day 7</b>	8:30 am - 5:30 p.m.	<b>Emotional intelligence</b>	Identification and decoding emotions and conflicts. Use and transformation into relational skills into adaptive behaviors. Applications in management and in the relationship with the interlocutor.	Integrate and manage your emotions and those of its interlocutors to optimize professional and private relationships.
<b>Day 8</b>	8:30 a.m. - 12:30 p.m.	<b>Objectives &amp; concepts of financial analysis.</b>	Financial statements. Understand and interpret the financial and ratios statements.	Master the tools of financial reflection. Know how to read the balance sheet and annual results to intelligently interact with finance experts.
	1:30 p.m. - 1 p.m.	<b>Financial analysis to control performance</b>	Continuation of the previous session	Know how to use the ratios to analyze the performance of an activity, and to take corrective actions if necessary. Decline the relevant indicators and objectives to succeed in the contribution of each stakeholder.
<b>Day 9</b>	8:30 a.m. - 12:30 p.m.	<b>Financial analysis that guides investment choices</b>	Free cash flow - Determine operational and strategic decisions for a solval and sustainable company.	See the indicators specific to investors, link them to operational and strategic decisions. Better understand the reasoning behind these indicators.
	1:30 p.m. - 1 p.m.	<b>Budgeting</b>	Construction of a budget. Balanced Scorecard. Choice of indicators	Learn to do the financial projections of a project and assess its financial feasibility.
<b>Day 10</b>	8:30 am - 5:30 p.m.	<b>The tools of strategic analysis</b>	Strategic diagnosis. SWOT, PESTEL analyzes, 5 -for -the -door model, analysis of the value chain. Identify competitive advantages and develop its strategic success positions.	Understand what strategic reflection is to be able to communicate with decision - makers and/or define the strategy of your own unity.
optional afternoon	2 p.m. - 6 p.m.	<b>Review of projects</b>	Discuss the progress of innovative projects. Each group obtains other participants' feedback and suggestions for its project.	Experience sharing allows participants to learn from the experience of other groups. Give each group the possibility of confronting their views with those of other participants while mobilizing their resources and their network for their project

<b>Day 11</b>	8:30 a.m. - 11:00 a.m.	<b>Finance exam</b>		
	11:15 a.m. - 12:30 p.m.	<b>Review of projects</b>	Discuss the progress of innovative projects. Each group obtains other participants' feedback and suggestions for its project.	Experience sharing allows participants to learn from the experience of other groups. Give each group the possibility of confronting their views with those of other participants while mobilizing their resources and their network for their project
	1:30 p.m. - 5.30 p.m.	<b>Change management</b>	Key success tools and factors to succeed in the deployment of significant changes. Tools to anticipate and manage resistance.	The keys to managing changes to successfully
<b>Day 12</b>	8:30 a.m. - 12:30 p.m.	<b>Process management</b>	Process analysis and coding tools. Management of processes to reduce costs. "Express" workshop.	Understand the importance of process management in a hospital to ensure quality as well as to reduce operational costs.
	1:30 p.m. - 6:00 p.m.	<b>Presentation skills</b>	Preparation of a presentation; Aristotle's persuasion pillars; speech and body language; slides; Small presentation exercises	Give the keys to hold the attention of an audience and get your message across with impact.
<b>Day 13</b>	8:30 am - 5:30 p.m.	<b>Negotiation skills</b>	Negotiation techniques and strategies. Key success factors. Multiple stakeholders management.	Learn to get what you want while integrating the concerns of the counterpart
<b>Day 14</b>	8:30 a.m. - 12:30 p.m.	<b>Tools to improve individual resilience and teams</b>	Measurement of the resilience of each team and means of improving it individually and collective.	Present tools to improve both individual and collective resilience. Encourage participants to adopt a proactive improvement approach.
	1:30 p.m. - 6:00 p.m.	<b>Work-Life Balance (stress management)</b>	Tools to reduce stress and avoid burnout	Better control your private life balance - professional life.
<b>Day 15</b>	8:30 a.m. - 12:30 p.m.	<b>HR and me</b>	General context, human capital management strategy, HR function roles, main management process (recruitment, development, administration, remuneration, communication).	Understanding the HR function, that each framework is a HRD for their team, having knowledge of the main processes and tools. Knowing the essential HR tools.
	1:30 p.m. to 6:00 p.m.	<b>Communication</b>	The importance of internal and external communication. Press releases and public relations. Direct marketing. Collaboration with communication officials.	Make understand that everyone contributes to conveying the image of the institution. Explain how to collaborate effectively with communication officials.
<b>Day 16</b>	8:30 a.m. - 6 p.m.	<b>Presentation of group work</b>	Presentation of all group work in front of the other participants (the public) and a jury. Question/answer session followed by an assessment of the presentation of each group by the participants and the jury.	After carrying out innovative projects: Allow everyone to learn from the experience of other groups. Opportunity for sharing and emulation.
<b>Day 17</b>	N / A	<b>Strengths-Leadership workshops</b>	Personal reflection, with a colleague and then in a group workshop aimed at identifying each one's strengths.	The identification of everyone's strengths within a team makes it possible to use them better collectively and to create a positive work culture.