

Manager & supervisor training

Eddy Ballaux

La Monnaie – De Munt

Brussels

Opera Europa Conference Bucharest

November 2015



De Munt
La Monnaie

La Monnaie's philosophy about good management

- **Excellent opera productions are made by people:** importance of human capital and good people management
- **Decentralization of decisions:** allowing to take decisions on the lowest organizational level possible with shared mission & values
- **Setting up the right organizational conditions:**
 - **empowerment** of managers and supervisors
 - installation of a **feedback** culture & system
 - offering **trainings and support** for managers and supervisors



De Munt
La Monnaie

Managers at la Monnaie

- **La Monnaie's managers and supervisors**
 - Many of them:
 - long-serving in the organization
 - experts which became managers after after being the “best of the class “
 - Others
 - Young potentials without people management experience
 - Most of them :
 - Excellent “managers”
 - Less developed “people management & coaching” skills
 - Need for training and support



De Munt
La Monnaie

Realisations so far

- °2012: creation of the “**middle management**”
 - Who: Experts, managers and supervisors reporting directly to a member of la Monnaie’s management committee (40 persons)
 - Purpose: to create a cohesive group which is the direct point of contact for the management committee and who are directly concerned by and informed about management decisions
 - Regular meetings



De Munt
La Monnaie

Realisations so far (2)

- 2012: **conflict management training**
 - Purpose: offering managers and management committee members the techniques and best practices to deal with conflicts within the organization and within their teams
- 2012: **meeting techniques training**
 - Purpose: offering managers the techniques to organize and participate to efficient meetings



Realisations so far (3)

- 2012: **Workshops Insight Discovery** ©
 - Purpose: offering managers and management committee members a personal professional profile
 - giving the occasion to get insights in personal strenghts and weaknesses and how you and your colleagues can deal with it
 - Better understanding of each other's professional behaviour



De Munt
La Monnaie

Realisations so far (4)

- 2013 & 2014: **feedback training & 360° feedback**
 - Purpose:
 - first step in the introduction of a sustainable feedback culture
 - giving tools & best practices for receiving and giving feedback
 - offering managers and management committee members the occasion to self-evaluate and receiving feedback in order to elaborate and to work on a personal development plan



De Munt
La Monnaie

Realisations so far (5)

- 2014: feedback system training
 - Purpose:
 - Offering tools how to set up objectives (SMART) based on la Monnaie's mission and how to follow up
 - How to avoid a “top-bottom” evaluation and introduce a more interactive feedback based on professional goals and personal development



Next steps

- November 2015: **2 days residential meeting with management committee & middle management**
 - Purpose:
 - To improve the communication and collaboration between management committee & middle management
 - To make our values live in daily work
 - To “cascade” feedback culture in all layers of the organization
 - To set up concrete actions & quick wins



De Munt
La Monnaie

Questions?



De Munt
La Monnaie