



# Highly Interactive *online* Trainings



... on Management & Leadership

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## 1. 360° Impact

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### Leading with personal impact 360°

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Personal impact is of ever-increasing importance. This training will help you improve personal impact in live and online meetings, talks and negotiations – Especially in the ones where success has so far eluded you.

The training leads to an 360° view of yourself as well as an 360° perspective on the situation at hand. It includes self-steering technics. It trains you to use your mind, your emotions and your body to maintain ongoing access to your authentic self – in balance with your tasks, roles and goals.

It focuses on success critical situations such as situations including conflicts, polarities, ambiguity or dilemmas.

Goal of this Live Online Training is to train you to lead with your personal 360° impact.

#### **By attending this Live Online Training, you will...**

- be able to **use your personal 360° impact**
- be able to **communicate ambiguity**
- **handle dilemmas** in a better way
- be able to communicate dilemmas in **trustful way**
- **solve conflicts** easier and more successfully
- be **more successful in leading people through difficult situation**

#### **Design of the Live Online Training**

<b>Set-up</b>	3 x 3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
<b>PreWork</b>	Prior to the session you will be asked to complete a questionnaire about your personal 360° impact goals

**Course  
flow**

You ....

- gain input on how to obtain 360° impact
- work on your 360° impact goals
- practice using your body, your breathing and your speech to optimally handle success-critical situations
- work with other participants in breakout rooms and get their feedback

**PostWork**

As *PostWork* you have the option to get together with a learning partner (virtually or physically) to reflect on your practical experiences while implementing and intensifying your learnings.

**Registration Information**

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

## 2. Adaptive Leadership

### Boosting your leadership effectiveness - Become an Adaptive Leader

In today's complex business world, with increasing workforce diversity and ever-changing task requirements, leaders can no longer rely on a 'one size fits all' approach to leadership to drive performance and reach results. Depending on the task at hand, employees require different levels of support and direction from their leaders to succeed. Being able to flexibly adjust one's leadership style to individual employee needs and the situation at hand has become one of the cornerstones of effective leadership. But how to become an impactful Adaptive Leader?

Goal of this Live Online Training is to provide you with an introduction to the highly practical Adaptive Leadership model and to equip you with actionable insights. These will help you in leading your employees with more impact – for enhanced performance, effective employee development as well as increased engagement and motivation.

#### By attending this Live Online Training, you will...

- learn how to **diagnose the leadership needs** of your team members and **adjust** your leadership style accordingly
- gain **insights into the four adaptive leadership styles** and receive actionable **prompts** to steer your behavior
- find out how to tailor and structure your conversations to enhance your **communication effectiveness and impact**
- be able to use Adaptive Leadership to respond to **individual development needs** and to fully tap into your **team member's potential**

#### Design of the Live Online Training

**Set-up** 3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

**PreWork** As *PreWork* you prepare a short real-life case in which you select a team member as well as a goal or key task that you would like this person to accomplish

**Course flow** You ....

- gain insights about the factors underlying the Adaptive Leadership model and how to apply these in real-life situations
- learn how to put each of the four leadership styles into practice
- have the opportunity to apply course learnings in the context of case studies
- explore how to transfer findings to your team
- practice how to have impactful Adaptive Leadership conversations and receive feedback from your peers as well as the trainer

**PostWork** As *PostWork* you have the option to get together with a learning partner (virtually or physically) to reflect on your practical experiences while implementing and intensifying your learnings.

### **Registration Information**

Group size max. 10 participants

Prerequisites No prerequisites for participation

### 3. Change Management

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#### Thriving in the eye of the storm

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There was a time when leaders could have change initiatives that had a start and an end.

In today's world, change is an on-going way of life. As a result, becoming well-versed in the art of managing change has emerged as one of leadership's most precious competencies.

Goal of this Live Online Training is to equip you with a number of insightful change management research-based patterns that help leaders in all levels of the organization better navigate during times of change.

#### **After attending this Live Online Training, you will...**

- identify different **roles** that **emerge** during any change
- differentiate between **linear**, **triangle** and **square** formations among the roles of change, and how to deal with each pattern
- understand the two distinct types of **resistance to change** and how to manage each
- **understand** different stages that people go through before they reach **commitment to change** and how not to lose their commitment along the way

#### **Design of the Live Online Training**

<b>Set-up</b>	3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
<b>PreWork</b>	As <i>PreWork</i> you are required to read through a case study and watch a video about Change Management

**Course  
flow**

This session oscillates between explaining the research-based pattern, asking participants to reflect on the pattern, sharing thoughts and then discussing putting it into practice.

**PostWork**

As *PostWork* you will be encouraged to have further readings about the topic. (An additional charge might apply here.)

**Registration Information**

Group size	max. 10 participants
Prerequisites	Middle Management and above

## 4. Diversity as a competitive Advantage

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Getting ready for a new talent force of growth and innovation

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The conversation on gender is old. Today you find up to five generations within our companies – all with another need and priority. Let alone the multicultural facets we explore now by our global employee base driven by virtual work.

Explore how these teams can accelerate you into first class performance.

Goal of this Live Online Training is to equip you with a broad viewpoint of the key success factors of a multidimensional taskforce on diversity.

### After attending this Live Online Training, you will...

- **understand the importance** of diverse teams
- see the full **map of diversity**
- be able to manage and embrace **each individuals' gifts and talents**
- **be excited** to run one of a kind diverse high performing team

### Design of the Live Online Training

<b>Set-up</b>	3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
<b>PreWork</b>	Come with one challenge or question

**Course flow**

You work on the questions ...

- Why do we need diverse teams?
- What do the different generations want (including digital nomads and millennial's)?
- How do we embrace differences?
- Going the next step of future teams?

**PostWork**

As *PostWork* we recommend getting together with a learning partner (virtually or physically) to reflect on your practical experiences while implementing and intensifying your learnings and follow a few movements mentioned in the training or provided additional. (An additional charge might apply here.)

**Registration Information**

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

## 5. Health oriented Communication

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Impacting your employees' health and well-being with a constructive communication culture

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Science has proven that social support and a positive working climate play a central role in the performance and motivation of employees. More and more companies are focusing on the topic of well-being in the workplace in order to foster their employees' health and minimize downtime and stress. But what can be done to optimize the working climate? What measures will help to promote a healthy workplace environment? Together with an appreciative approach, constructive communication plays a decisive role for a healthy coexistence in the company.

Goal of this Live Online Training is to build awareness for the importance of a constructive communication culture and its positive influence on employee health.

### In this Live Online Training, you will...

- get to know important measures for the development of a **healthy and positive working climate**
- gain insights into the **different types of communication** and their peculiarities
- learn how to build **social support** in the workplace
- get important tips for building a healthy **communication culture** for your company
- learn **how to deal with different types of communication**

### Design of the Live Online Training

**Set-up** 3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

**PreWork**

As *PreWork* please answer the following questions:

- What does a positive working climate mean for you?
- How do you feel about this aspect in your company?
- What can your company, your manager and you as an employee contribute to creating a positive climate?
- What is your understanding of appreciative communication?
- How do you want others to communicate with you?
- Please prepare a positive as well as a negative example of appreciative communication.

**Course flow**

You ....

- train the fundamentals of appreciative communication
- grasp how to deal with different types of communication
- experience the positive impact of social support on the health of your employees
- reflect on your own stressors and get tips to deal with them
- develop measures for anchoring a healthy communication culture in your team or company

**PostWork**

As a *PostWork*, you work together with a selected learning partner (virtual or physical) to reflect on your practical experiences and to define your further development and action steps.

**Registration Information**

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

## 6. Health oriented Leadership

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Promoting workplace well-being and productivity through healthy leadership

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Managers play a special role when it comes to the health of their employees. As multipliers in the company, they are in a unique position to influence both operational aspects and employees' behavior with a goal to boosting well-being and results. The "Health oriented leadership concept" shows how you can design the work content and create a pleasant working environment. You also learn to develop the knowledge and skills of your employees to improve their internal resources in dealing with stress.

Unfortunately, however, many leadership concepts don't take the manager's own health into account. Taking care of your own health increases your strength as a leader and fosters your function as a role model for your employees.

Goal of this live online training is to increase awareness of the importance of healthy leadership, the decisive role which you, the manager, play and how you can enhance healthy leadership in your company.

### **In this Live Online Training you will...**

- gain insights into the **impact of the executive person as a role model**
- get to know important **influencing factors** that affect the health of your employees
- focus on the needs for **your own health**
- learn how to positively influence the stresses and strains of your employees with clear **instructions for action**
- get to know the leadership concept "**Health oriented leadership**"

### Design of the Live Online Training

<b>Set-up</b>	3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
<b>PreWork</b>	<p>As <i>PreWork</i>, please answer the following questions:</p> <ul style="list-style-type: none"><li>▪ What does health mean to you?</li><li>▪ Is health a private matter?</li><li>▪ What does your company do for employee health?</li><li>▪ What influence do you have on the health of your employees?</li></ul>
<b>Course flow</b>	<p>You ....</p> <ul style="list-style-type: none"><li>▪ grasp the leadership concept "Health oriented Leadership"</li><li>▪ work on health awareness, health relevance, health-related self-efficacy and health behavior</li><li>▪ learn how you can positively influence the stress levels of your employees, how you can train the internal resources of your employees for better stress management and what measures you can use for your own stress</li><li>▪ develop initial action steps to transfer your learnings on the job</li></ul>
<b>PostWork</b>	As a <i>PostWork</i> , you work together with a selected learning partner (virtual or physical) to reflect on your practical experiences and to define your further development and action steps.

### Registration Information

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

## 7. Health oriented Motivation

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Boosting employee performance and readiness by leveraging individual motives

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Every person strives to act in a way that makes him feel good– also in his profession. That is why it is essential for managers to know the drivers and motivators of their employees to be able to better adapt to them and to increase their performance and readiness in the long term. There is also a link between one's own motivation and health: motivated employees have a stronger sense of well-being and less stress at the workplace. Scientific questionnaires such as the Reiss Motivation Profile are extremely helpful for the analysis of individual motive profiles.

Goal of this live online training is to equip you with the tools you need to identify the different motive profiles of your own employees to sustainably drive productivity and employee health.

### In this Live Online Training you will...

- get a grasp on **motive**, **motivation** and **volition** and their connections
- gain insights into the relationship between **employee motivation** and **employee health**
- discover how to **increase the performance of your employees** with the right motivators
- get to know the **Reiss Motivation Profile** questionnaire

### Design of the Live Online Training

**Set-up** 3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

**PreWork**

As *PreWork*, please answer the following questions:

- What motivates you in your professional environment? What excites you?
- How do you rate the motivation of your employees?
- As a manager what do you do to motivate your employees?

**Course flow**

You ....

- get to know the requirements for the right employee motivation
- create your own motive profile
- learn the determinants of the employee motivation
- identify motivators for your employees and develop steps to leverage these motivators on the job

**PostWork**

As *PostWork*, you work together with a selected learning partner (virtual or physical) to reflect on your practical experiences and to define your further development and action steps.

**Registration Information**

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

## 8. How Culture affects Employee Motivation

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### Motivating your International Workforce

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Demographics and globalization are just two factors that have created a more diverse labor market.

Culture plays an essential role here, as it has a significant impact on the motivation of employees. Taking a look at cultural specifics helps to promote and motivate employees effectively. The most important motivating factor, regardless of culture and company, worldwide, is indeed respectful interaction.

If integrating intercultural competence into the corporate strategy and at the management level, establishing a working culture in which the potential of all employees can unfold, will bring many opportunities.

The aim of this live online training is to become aware of the correlation between culture and motivation in order to establish an employee-friendly culture that essentially helps drive the organization forward.

#### **After attending this Live Online Training, you will...**

- better understand the connection between culture and employee motivation
- have influence on the factors that drive motivation at work
- know how to motivate employees from different cultures with specific approaches

#### **Design of the Live Online Training**

<b>Set-up</b>	3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
<b>PreWork</b>	As PreWork you will receive a questionnaire to bring in your questions and goals for the training.

**Course flow**

You will ....

- acquire basic knowledge about culture and interculturality
- gain insights into culturally appropriate employee motivation
- discuss and share the different cultural and inner influences and what effects they have on motivation
- apply strategies and methods to optimize culture-based employee motivation
- receive recommendations for culturally appropriate employee motivation

**PostWork**

As PostWork you will be asked to form virtual peer groups to exchange experiences in implementation and support one another.

**Registration Information**

Group size

max. 10 participants

Prerequisites

First-hand experience in working with people from different cultures is an advantage but by no means a mandatory prerequisite

## 9. Leadership – A Question of Communication and Personality

### Developing emotional competency for successful leadership

„Leadership is about key performance indicators – facts & figures! Soft skills are being overrated!“ ... This is a basic attitude that accounts for quite a few frictional losses you might want to avoid.

To be successful people in leadership positions need technical know-how as well as emotional competency and communicational skills – especially in an ever changing, uncertain, and ambiguous world. We look at people through the filter of our own personality. To be successful we need to know about our own personality and to be able to change perspective and deal with employees in a way that suits their perception and behavior.

Goal of this Live Online Training is to look at leadership from various perspectives in hierarchy and equip you with basic knowledge on human nature and psychological aspects of modern business world. You will check your tool boxes and emotional competencies, gain knowledge on personality types and needs and develop strategies for specific situations.

#### **After attending this Live Online Training, you will...**

- know more about your own **personality** and **leadership style**
- understand how **needs** and **motivation** are connected
- know how to use “**systemic thinking**” and understand more about the phenomena of human nature and behavior in social systems
- have checked your **communicational tool-box and** learned about **agreements** and **consequences**
- be able to use the tool of **situational analysis** as a method of problem solving in leadership situations

### Design of the Live Online Training

<b>Set-up</b>	3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
<b>PreWork</b>	As <i>PreWork</i> you prepare individual leadership cases. Bring examples of situations – past or upcoming - in which a) you did not get the intended results b) you fear not to have the best strategy in view of the people involved
<b>Course flow</b>	You .... <ul style="list-style-type: none"><li>▪ work on your own leadership style</li><li>▪ gain input on systemic thinking</li><li>▪ learn to address needs for motivation</li><li>▪ develop strategies for leadership situations</li></ul>
<b>PostWork</b>	As <i>PostWork</i> you will reflect individually on leadership situations and have the option to get together with a learning partner (virtually or physically) to reflect on your practical experiences while implementing and intensifying your learnings.

### Registration Information

Group size	max. 10 participants
Prerequisites	You are in a leadership position

## 10. Leadership Change

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### Boosting your impact in new leadership/management positions

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The first months in a new leadership/management position are a critical window of opportunity. New leaders have to get acquainted with tasks, targets and team members pretty fast in order to create an impact.

Mastering this window of opportunity is not a rocket science but a question of structure and preparation.

Goal of this Live Online Training is to equip you with essential tools and questions that will help you to stay focused before and during your leadership change.

#### **After attending this Live Online Training, you will...**

- know which steps to take to **prepare and manage a leadership change**
- have a set of questions to **explore expectations** and needs of your **stakeholders**
- be able to use basic **analytical tools** to understand the situation of your new organizational unit
- know some key aspects when it comes to **create a new strategy/vision** for the organizational unit

#### **Design of the Live Online Training**

**Set-up**                      2 x 3.5 -hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

**PreWork**                    As *PreWork* you prepare a brief description of your new leadership/management task

**Course  
flow**

You ....

- work on your individual leadership change
- gain input on essential questions and methods to analyze the status quo and a new strategy
- get a clearer picture on what you have done already and what has to be done yet

**PostWork**

As *PostWork* you have the option to get together with a learning partner (virtually or physically) to reflect on your practical experiences while implementing and intensifying your learnings.

Individual Coaching available on request. (An additional charge will apply here.)

**Registration Information**

Group size	max. 10 participants
Prerequisites	Participants should be before or within a leadership change

## 11. Leading & Living with Purpose

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Following the role model of the most successful companies of today

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We are often faced with making difficult decisions in life and business. To find the right path isn't always easy. Purpose orientation as an inner north star is the answer to better choices and more success. Especially in our constant transforming and exponential world consumers and employees require action build on a meaning making for the triple bottom line – People, Planet, Profit.

Goal of this Live Online Training is to understand why purpose is the key-driver in running a successful business, department and last but not least life.

### After attending this Live Online Training, you will...

- learn from **the best** who are running business **on purpose**
- **understand the importance** of driving your business with purpose
- be able to **define your own purpose**
- **inspire** meaning making for **your team** to align with strategy and goals

### Design of the Live Online Training

<b>Set-up</b>	3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
<b>PreWork</b>	not required
<b>Course flow</b>	You .... <ul style="list-style-type: none"><li>▪ Learn about the best in the field and why they are so successful (best practices)</li><li>▪ Explore what this means for you and your own business</li><li>▪ Inquire a first journey towards understanding your own purpose</li></ul>

**PostWork**

We will also provide you with further inspiration such as videos, articles and book recommendations to dive deeper into this topic of purpose on a business and individual level. (An additional charge might apply here.)

**Registration Information**

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

## 12. Leading in Times of Change

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Providing orientation & guidance when it is time to start something new

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Adapting to new circumstances can be challenging for us humans. It is not only that we have to learn something new but often we have to leave something behind. That can be a mayor emotional challenge which that takes time. Skilled Leadership can help to speed up that process and protect your people from getting stuck in turmoil.

Goal of this Live Online Training is to equip you with insights & tools on effective leadership in times of change.

### After attending this Live Online Training, you will...

- have a deeper understanding of **emotional dynamics** in change situations
- be able to provide authentic guidance and orientation by using **balanced communication**
- know **tools and methods** to adopt your leadership to the needs of the people you want to lead through change

### Design of the Live Online Training

**Set-up** 3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

**PreWork** As *PreWork* you reflect your own experiences with change situations and collect information on upcoming changes

**Course  
flow**

You ....

- gain input on psychological aspects of change
- work on your own change challenge
- prepare a first draft of your change story
- will use balanced communication structures

**PostWork**

As *PostWork* you have the option to get together with a learning partner (virtually or physically) to reflect on your practical experiences while implementing and intensifying your learnings.

Individual Coaching is available on request. (An additional charge will apply here.)

**Registration Information**

Group size	max. 10 participants
Prerequisites	Recommended in advance of concrete change processes

### 13. Leading the new Generations

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Feel comfortable being yourself and help others do the same

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More and more companies are losing employees because they have the feeling the company's culture doesn't allow them to be themselves at work. Every generation feels a need for consistency and authenticity. It is essential for the generations Y and Z.

This training provides new tools and ideas for leading employees of the generations Y and Z. It teaches you how to develop a culture that makes people feel they are welcome the way they are. This involves an understanding of the balance between roles and tasks on the one hand and the need to feel comfortable being oneself.

Goal of this Live Online Training is to help you find your own way to lead employees of the new generations.

#### After attending this Live Online Training, you will...

- possess new skills and tools for leading the new generation
- have an approach to finding your own way by using your individual personality
- possess new tools for changing your company's culture into a culture that is open for generations X, Y, Z
- be able to integrate people into your company's culture who were not being integrated before

#### Design of the Live Online Training

<b>Set-up</b>	2 x 3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
<b>PreWork</b>	Prior to the session you are asked to complete a questionnaire about your personal goals and questions

**Course  
flow**

You ....

- acquire skills and tools for leading the new generation
- work on your individual tasks
- gain input on impact factors such as status, self-esteem
- improve on your own status behavior
- practice using status diversity as an approach to diverse individuals
- gain input on how to communicate role-conflicts
- practice how to communicate polarities and balances between roles, tasks and authenticity
- learn skills and tools to integrate employees who were not being integrated before

**PostWork**

As a *PostWork* you can get together with a learning partner (virtually or physically) to reflect on your practical experiences while implementing and intensifying your learnings.

**Registration Information**

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

## 14. Manage your Career

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### Doing the right things right

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The target group for this HIT are individuals interested in understanding the dynamics of what makes great careers. With the CORE model you will get an instrument to self-analyze and to target your self-development for maximum impact.

Independent of industry, nationality and culture, success at work is the product of the four factors in the CORE model:

- ✓ **Competence.** Your technical ability to do what you are paid to do, your ability to learn new things and widen your field of expertise.
- ✓ **Opportunity.** How well you respond to things beyond your direct control. The precision with which you can outline what is within your circle of influence and what is outside.
- ✓ **Relationships.** How effectively you manage your interactions with other people. How to create promoters rather than detractors. Being kind as a fundamental principle for success and happiness.
- ✓ **Enterprise.** How self-aware you are concerning your motivation and ambition. How well you know what you want and what you are willing to do to get it.

Goal of this Live Online Training is to help participants understand the individual drivers of successful careers and how they interrelate as well as concrete tips on how to improve each driver.

#### After attending this Live Online Training, you will...

- have your individual **C(O)RE profile**
- understand where to should focus your **development energy**
- stop feeling overly frustrated with **what you cannot control**
- know what to do to improve your work **relationships**
- figure out if you are a **goal or a system** type of person
- fine-tune or develop your **life mission** - or decide you don't need one

## Design of the Live Online Training

<b>Set-up</b>	3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
<b>PreWork</b>	<ol style="list-style-type: none"><li>1. Analyze the steps of your career so far. What were the significant events leading to where you are today? What role did your actions play? What sacrifices have you had to make? What sacrifices did you decide not to make? To what extent have you accepted the consequences of your actions - and inaction?</li><li>2. Brace yourself to decode irony</li></ol>
<b>Course flow</b>	<p>The course is an interactive mix of trainer led activities and participants applying input to their individual cases</p> <p>You will</p> <ul style="list-style-type: none"><li>▪ be challenged to look at yourself critically and ask yourself tough questions</li><li>▪ have a clear sense of your personal career drivers and how they work for you</li><li>▪ learn to apply the C(O)RE model to understand the people in your team better</li><li>▪ take away concrete steps for immediate implementation in your chosen area of development</li></ul>
<b>PostWork</b>	Optional Deep Dive coaching session with feedback. (An additional charge will apply here.)

## Registration Information

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

## 15. Manager as Coach

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### Steering powerful coaching conversations

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Coaching is a highly effective, solution-focused approach that supports managers in encouraging engagement and enhancing the performance of their employees. But how exactly does coaching work and what are the key underlying principles and tools?

Goal of this Live Online Training is to provide you with coaching fundamentals and to equip you with a structure and toolkit for powerful coaching conversations. By applying these learnings, you will enable your employees to unlock their potential and enhance their performance.

#### **By attending this Live Online Training, you will...**

- experience the **coaching approach** to professional development and understand how it differs from consulting or mentoring
- become aware of the **key ingredients** of an impactful coaching conversation
- find out how coaching can **inspire employee engagement and motivation**
- gather a **portfolio of powerful questions** to navigate through coaching conversations
- be able to use the **solution-focused GROW structure** to enhance employee performance

#### **Design of the Live Online Training**

<b>Set-up</b>	3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
<b>PreWork</b>	As <i>PreWork</i> you receive a questionnaire for your individual reflection.

**Course  
flow**

Throughout the course you will not only have the opportunity to apply the course learnings in the context of model cases but will also explore how to transfer your findings to your own cases. You practice coaching conversations and receive feedback from your peers as well as the trainer.

**PostWork**

As *PostWork* you have the option to get together with you learning partner to reflect on your practical experiences while implementing and intensifying your learnings.

**Registration Information**

Group size	max. 10 participants
Prerequisites	No prerequisites for participation

## 16. “Managing Stress“

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### The leader’s task: Caring for yourself and your employees

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If stress continues over a longer period, it can not only be a strain on your psyche, but also on your health.

Demanding requirements, limited resources, and overly-ambitious time schedules are a part of our everyday business lives. From a management viewpoint it's clear that stress-causing situations can't always be avoided. Therefore, it becomes more and more important to develop effective methods to manage stress. The key to this lies in understanding the mechanisms involved in stress processes.

This Live Online Training aims to equip you with the essential knowledge and tools which enable you to develop your own stress management strategies, while also recognizing warning signals and stress situations of your employees.

#### By attending this Live Online Training, you will...

- know and understand the **three levers in the stress triangle**
- recognize **early warning signals** indicating an increased stress level
- identify possibilities to **influence your personal stress level**
- develop approaches to deal with stress while **staying calm and healthy even in challenging situations**

#### Design of the Live Online Training

<b>Set-up</b>	3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)
<b>PreWork</b>	As a <i>PreWork</i> please note down a number of situations which trigger stress for you.

**Course flow**

You ...

- gain insights into the psychological aspects of the stress mechanism
- develop your own personal stress management strategies
- reflect on potential stress factors for your employees

**PostWork**

As *PostWork* you have the option to get together with a learning partner (virtually or physically) to reflect on your practical experiences while implementing and intensifying your learnings.

**Registration Information**

Group size	max. 10 participants
Prerequisites	This HIT is geared to managers.

## 17. Strategic Stakeholder Management in Change

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### Engaging your stakeholders effectively in your coming change

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Why do so many essential and meaningful change initiatives in organizations fail? Why does change consume so much energy and time resources? Why do people often find change processes so frustrating?

Change is not only about having a good idea, it's about people and strategic planning!

Goal of this Live Online Training is to enable you to get the right people on board, implement the right interaction strategies and communicate the right information. You gain answers to the central questions like: How do we engage with the right influencers? How do we involve and ensure the support of our top-level management?

#### **By attending this Live Online Training, you will...**

- **identify and analyze relevant stakeholders with a risk-based matrix** to better understand the source of potential resistance
- **define a strategic approach** to invest your influencing resources – from the preparation to the implementation phase
- **develop convincing argumentation chains** for various stakeholder types and their needs
- **apply 6 influencing techniques** for driving actions by instincts

#### **Design of the Live Online Training**

**Set-up**                      3.5-hour virtual session (e.g. via WebEx, Skype for Business or Zoom)

- PreWork** In the *PreWork* you
- watch a video on YouTube about the science of persuasion
  - prepare your introduction including a brief overview of your upcoming change initiative
  - identify which stakeholders are either interested in or impacted by your initiative

**Course flow** In this hands-on training you work on one of your real-life change initiatives. You gain a toolkit of models and practical tips to identify stakeholders and get them on board.

**PostWork** As *PostWork* you get together with a learning partner to reflect on your practical experiences while implementing and intensifying your learnings.

### **Registration Information**

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|---------------|------------------------------------|
| Group size    | max. 10 participants               |
| Prerequisites | No prerequisites for participation |

## 18. Talent Development

### Strengthening your organization's most important resource effectively

In a world in which technology changes rapidly, the effective identification, development and retention of human talent is becoming more and more important to secure a lasting competitive advantage. In this HIT, organizational leaders learn about the direct and indirect opportunities they have to proactively contribute to employee development, retention and commitment with the aim to strengthen the overall performance and results of the organization.

The goal of this Live Online Training is to equip you with tips, tools and strategies on how to develop the talent within their organization even more effectively.

#### **By attending this Live Online Training, you will...**

- gain insights about the crucial **elements of successful and effective talent development**
- learn how to **identify, develop, retain and deploy** individuals who add the maximum value to your organization
- explore how to best **motivate employees** to propel performance
- get an overview of a broad variety of **talent development options** and how to deploy **limited resources** most effectively
- practice how to effectively run e.g. **development, feedback and/or critical conversations** and how to **coach employees to peak performance**

## Design of the Live Online Training

<b>Set-up</b>	<p>The set-up of this multi-session online training is flexible and can be – duration and content-wise – tailored to your organization's needs.</p> <p>We suggest to three to six consecutive online sessions, each 3.5 hours.</p> <p>All sessions are virtual (e.g. via WebEx, Skype for Business or Zoom)</p>
<b>PreWork</b>	<p>Depending on the content-focus agreed, you receive a questionnaire for individual reflection as <i>PreWork</i>.</p>
<b>Course flow</b>	<p>Depending on the content-focus agreed, you ....</p> <ul style="list-style-type: none"><li>▪ gain insights about critical concepts and effective tools</li><li>▪ have the opportunity to apply course learnings in the context of case studies</li><li>▪ explore how to transfer your findings to your team</li><li>▪ practice how to have effective development, feedback or coaching conversations and receive feedback from your peers as well as the trainer</li></ul>
<b>PostWork</b>	<p>As <i>PostWork</i> you will have the option to get together with a learning partner (virtually or physically) to reflect on your practical experiences while implementing and intensifying your learnings.</p>

## Registration Information

Group size	max. 10 participants
Prerequisites	No prerequisites for participation