seminar catalog

➔ strengthen resources

➔ initiate changes

➔ inspire customers

[dwp]
die wirtschafts-
psychologen

Managing a company successfully means not only reacting to changes and aligning with the deficits, but acting preventively and actively influencing the changes.Managing a company successfully means not only reacting to changes and aligning with the deficits, but acting preventively and actively influencing the changes.

Content

[dwp] is a team of business psychologists. We deal with all questions concerning people in a business context - from executives to employees to customers. We are convinced that every organization exists and grows primarily through the people in it. Knowledge about people - in addition to technological and economic know-how - will shape the working world of the future; the combination creates the decisive edge.

[dwp] stabilizes and optimizes the development of organizations. Even in times of instable developments and constant market changes, the use of psychology in business lends a greater degree of security and speed.

[dwp] makes findings from the fields of psychology usable for questions of business life. At the same time, we use our practical experience and develop individual solutions - tailored to the specific situation of the company.

What our clients appreciate about us is our active support, our flexible, prompt action and a trusting, personal relationship.

Personality development

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Personality and first impression

Every organization exists primarily because of the people in it. But every person is different. Awareness of the different types of people is a key to success for both managers and employees. The topic of this seminar is methods for dealing with different personality types.

Motivating and employee-oriented leadership behavior requires a differentiated perception of employees and their performance, an adequate response to individual behavior and problem-solving strategies, and the promotion of interaction between all members.

Likewise, employees with frequent customer contact are constantly faced with the challenge of interacting adequately with different types of people. The ideal would be to meet everyone politely and without prejudice. But why is it possible with some people - but not with others? In this seminar, we will get to the bottom of the reasons for this!

Contents:

> ➤ Limits of one's own perception and habits of perception.
> ➤ Perception of people - What happens in our head?
> ➤ Social competence and non-verbal behavior
> ➤ Body language and the power of first impressions
> ➤ Essential possibilities of deception
> ➤ Attribution of causes and their effects
> ➤ Personality typologies -Which type am I?
> ➤ Dealing with the different personality types
> ➤ Basics of communication - importance of the factual and relationship level
> ➤ Clear communication - Avoiding misunderstandings
> ➤ The iceberg model and the information loss staircase
> ➤ Empathy
> ➤ Tips for facilitating communication - building rapport

Methods: Trainer input, individual and group exercises, discussion, reflection, individual feedback

Time frame: one - or two days

Successful through positive thinking

Your environment often determines whether you are motivated or not: an irritated customer, a bad-tempered colleague, an important project gone wrong - all this often has a demotivating effect on you from the outside. In this seminar, you will learn how to handle such demotivating factors in a targeted manner. In the future, you will determine your own motivation and positive thinking, both professionally and privately, and not others.

Contents:

- ➢ What is happiness? What does happiness mean to me?
- ➢ Working with the "penguin" metaphor
- ➢ The power of positive thoughts - The law of self-fulfilling prophecy
- ➢ Positive thinking can be learned - training optimism
- ➢ Methods for rethinking - rewording negative thoughts
- ➢ Making and advocating conscious decisions
- ➢ Making decisions from the gut - using your intuition correctly
- ➢ From problem focus to solution orientation

Methods: Trainer input, discussion, reflection, demonstration, individual work, small group work, case studies from practice

Time frame: one day

Making good decisions

Making decisions is part of our daily life. We make up to 100,000 daily decisions intuitively and automatically. However, some decisions we make are in reality only a conclusion of foreseeable consequences. True decisions are always decisions under uncertainty. In this seminar you will have the opportunity to optimize your decision-making behavior. Because whenever you have to make a good decision, professionally or privately, fast thinking and acting is required, because after all you bear the consequence of your decision.

In the seminar, we offer you the opportunity to reflect your current decision-making behavior. Learn to distinguish between conclusions and real decisions and get to know the inner attitude of a decision maker. Focus on what you really want and what you need to make the right decision.

Contents:

- ➢ Deciding or reasoning - the difference
- ➢ Different systems of thinking in decision making
- ➢ The psychology of decision making
- ➢ The fear cycle & the fear of making mistakes
- ➢ Different perspectives, exciting questions
- ➢ The choice of alternatives through personal preferences
- ➢ Different decision methods
- ➢ Rational methods: decision matrix, force field analysis, SWOT analysis, etc.
- ➢ Intuitive methods: visualization and focusing
- ➢ Goals instead of wishes or expectations
- ➢ The Pareto principle
- ➢ Practicing decision making

Methods: Trainer input, discussion, reflection, exercises, work with practical examples

Time frame: two days

Dealing with changes

Changes are normal in today's world.
Nothing is as reliable as change. Therefore, the adaptability of employees and managers is one of the most important success factors of a company. The goal of the seminar is to strengthen one's own ability to change. The starting point is one's own attitude and personal approach to the topic of change. Knowledge of the typical process dynamics of change helps to recognize internal and external blockages more quickly. In the seminar, constructive solutions for typical resistances are shown and thought-provoking impulses are conveyed to understand change less as a threat and more as something normal, as the possibility for new opportunities.

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Contents:

➢ Self-reflection- reviewing one's own attitude towards change and transformation.
➢ Emergence and causes of stress due to change
➢ Understanding the change process: The four rooms of change
➢ The magic formula of change motivation
➢ Using the power of thoughts - uncovering thinking traps
➢ Personality typology - understanding individual values and needs in change processes
➢ The role of emotions in the change process
➢ Dealing constructively with resistance
➢ Dealing with stress in the short and long term

Methods: Trainer input, discussion, reflection, demonstration, group exercise, case studies from practice

Time frame: one day

Stay cool and react with calmness

Everyone knows those conversations in which we suddenly lose our breath!
It gets hectic, emotional or attacking, the situation tends to escalate. Keeping a cool head now is the key to success. In the seminar you will learn concrete techniques to reduce stress for yourself and the other person and to achieve your goals in a solution-oriented way. You will be given strategies for de-escalating a conversation and for dealing with your own emotions, so that you can act confidently and appropriately at all times.

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Contents:

> ➢ Dealing calmly with anger and emotions
> ➢ Different perspectives and their influence on the conversation
> ➢ Overcoming inner obstacles
> ➢ Strategies for de-escalation
> ➢ Keeping a cool head - staying positive and solution-oriented
> ➢ Responding confidently to provocations and attacks
> ➢ Taking charge of the conversation
> ➢ Nonviolent communication
> ➢ Dealing with different personalities under stress

Methods: trainer input, discussions, individual and group exercises, case studies, exercises, role plays

Time frame: one or two days

Silent Heroes - Strengthening the Potential of Introverts

"Don't underestimate me because I'm silent. I know more than I say, think more than I speak, and observe more than you think." (Michaela Chung)

Extraverts often seem to have an advantage in the workplace, while introverts tend to struggle to be seen and heard at all. Yet in a professional context, introverted personality traits are often of great advantage. However, in order to be able to use them effectively, misconceptions & basic beliefs that might be related to one's introversion must first be broken down. This seminar is not about becoming more extraverted, but about understanding one's own introversion as a strength and resource that one can consciously appreciate and use.

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Contents:

- ➢ What is introversion actually? (Differentiation from shyness and high sensitivity).
- ➢ Learn about resources & strengths of introversion
- ➢ Overcoming inhibitions & beliefs
- ➢ The Free-Trait-Theory: When introverts can act extraverted
- ➢ Authentic self-presentation & presence through body & voice
- ➢ Authentic self-presentation & presence through quality & calmness
- ➢ Leading conversations through questions
- ➢ Learning to say no with appreciation
- ➢ Different personality types and how to deal with them

Methods: Trainer input, discussions, role plays, case studies from the participants' practice, collgial consultation, small group work, individual reflection, video input.

Time frame: one or two days

Communication

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Communication training

A good conversation can be learned! In this seminar, your communicative skills will be trained and the goal-oriented conduct of conversations will be improved. You will become more confident and competent in conversations with employees, colleagues or customers.

You will practice concrete conversation situations from your everyday work and receive practical tips on how to improve your conversation skills. The preparation of a conversation, the avoidance of misunderstandings, the structuring and very concrete conversation techniques are trained as well as the assessment of the conversation partner, the effect of body language and the development of a relationship with the other person.

The seminar strengthens your ability to quickly assess discussion situations, to apply strategies for constructive discussion management and to address problems in an appropriate manner. Furthermore, you will expand your skills in dealing with criticism and confrontational feedback.

Contents:

- ➢ Basics of good communication: sender-receiver principle, four-level- model, iceberg theory, information loss staircase
- ➢ Methods of conversation management and definition of conversation goals
- ➢ Understanding and using gestures, facial expressions and body language
- ➢ Building rapport
- ➢ Conversation techniques:
    - Questioning techniques
    - Nondirective conversation techniques
    - Active listening
- ➢ Possibilities of communication during conflicts
- ➢ Giving feedback
- ➢ Johari window
- ➢ Onion model
- ➢ Feedback rules
- ➢ Sending I-messages

Methods: Trainer input, discussion, case studies, exercises, small group work (role plays with video analysis), individual feedback

Time frame: two days

Communicate appreciatively and diplomatically

Have you admired people who remain diplomatic and friendly at all times, even in difficult situations? You too can acquire these skills! You will master challenging situations with confidence and recognize the effect of appreciative communication. In doing so, you will train your ability to give constructive feedback and expand your skills in dealing with criticism and confrontational feedback. The goal of the seminar is to lay a fundament for tolerance and a diplomatic communication culture.

You will practice concrete conversation situations from your everyday work and receive practical tips on how to improve your diplomatic conversation skills and an appreciative demeanor.

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Contents:

> ➢ Techniques of diplomatic conversation
>   - Compromise instead of confrontation
>   - Taking the other person seriously
>   - Assumption of perspective
> ➢ Mastering difficult conversations with fairness and objectivity
> ➢ Dealing with emotions
> ➢ Understanding and using gestures, facial expressions and body language
> ➢ Building rapport
> ➢ Recognizing and accepting needs and values
> ➢ Giving feedback in an appreciative and constructive way
>   - Johari window
>   - Onion model
>   - Feedback rules

Methods: Trainer input, discussion, case studies, exercises, small group work, role plays

Time frame: one day

Conducting conversations in difficult situations

The perception of the other person, especially before difficult conversations, is often characterized by negative preconceptions, i.e. expectations and "fantasies" regarding the conversation partner. In this way, blockades arise in one's own inner self, which hinder or even inhibit a positive course of the conversation. Since this happens on both sides, it tends to reinforce conflicts in the conversation.

In order to manage this behavior pattern, you will learn through practical exercises to recognize your own blockages and to positively connect them with their parts in the conversation. For particularly difficult and controversial conversations, you will learn to develop strategies to overcome even seemingly deadlocked situations and create a climate of trust.

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Contents:

> ➤ Basics of good communication:
>   -The factual and the relational level
> ➤ Body language
>   -Building rapport
> ➤ Personality typologies -Which type am I?
>   -Communication according to personality types
> ➤ Successfully mastering difficult situations
>   -Verbal de-escalation strategies
>   -Avoiding irritating words
>   -Phrasing positively
>   -Friendliness & understanding
> ➤ Personal stress management
>   -Maintaining emotional distance
>   -Exercise for "stress elimination
> ➤ Analysis of the previous approach - practical tips

Methods: Trainer input, discussion, case studies, exercises, small group work, role plays

Time frame: one or two days

Giving and receiving feedback professionally

"Will you give me feedback as soon as you're done?!" Feedback: an inflationary word that can be used for everything. Whether for an answer, a status report or a statement about the state of mind. Yet proper feedback is a fine art that can be used very effectively as a management tool in collaboration. How does it work? In this seminar you will learn the practical application.

Contents:

- ➢ An appreciative and effective team culture
- ➢ Feedback - part of an appreciative team culture
- ➢ Feedback rules
- ➢ Johari Window
- ➢ The onion model
- ➢ Application fields of feedback
- ➢ Effects, opportunities and benefits

Methods: Trainer input, small group work, role plays, case studies from practice, discussion, individual feedback

Time frame: one day

Rhetoric & Presentation

Appearance, pronunciation, posture, facial expressions and gestures play a decisive role in determining the course and success of communication situations. Building on the knowledge of communication and conversation, you will learn the basics of successful speech and rhetoric. The formula for rhetorical success lies in a good interplay of arguments, eloquence and body language. This seminar is for everyone who wants to use their language more consciously and effectively in a conversation or speech in order to reach their counterpart more effectively.

You will recognize your own speech pattern and speech behavior, learn to improve it and gain confidence and persuasiveness. You will reduce speech inhibitions, try out a new constructive way of dealing with stage fright and train to act calmly and rhetorically confidently in difficult situations.

Contents:

- ➢ Rhetorical basic knowledge
- ➢ Voice and speech techniques
- ➢ The use of body language
- - Recognizing and controlling your own body language
- - Correctly interpreting and using body language
- - The importance of eye contact
- ➢ Dealing with stage fright
- ➢ Listener-oriented speaking
- - How do I gain the interest of the other person?
- - How do I convince?
- - How do I motivate?
- ➢ Mastering difficult situations
- - Mastering personal attacks
- - I don't know what to do - and now?
- ➢ The speech
- - Structure and outline
- - Impromptu speech

Methods: Trainer input, discussion, presentation exercises, video recordings, individual feedback

Time frame: two days

Present convincingly

Who can relate? You have neatly prepared your data. Now comes the decisive moment: You have to convince your audience of your results in a presentation and win them over to your ideas. In order to achieve your goals, it is not only necessary to master classic and modern presentation media and techniques confidently and professionally, but above all to leave a convincing and lasting impression on your audience.

In this seminar, you will learn professionalism and sovereignty in creating presentations and their practical execution: the right mental preparation, the competent presentation of content, confidence and a creative approach.

Contents:

> The right preparation
   -Concrete objective
   -Proper structure and thought leadership
   -Definition of the presentation phases
   -Concrete technical preparation and implementation
> Secrets of visualization
   -How do you make people remember you and your presentation?
   -Mental visualization: talking in pictures and metaphors
> The good introduction creates attention
   -Less is more
   -Setting priorities and getting to the point faster
> Your credibility
   -How to win people over even before you make your presentation
   -Having a positive effect on your audience
> Selling and defending your performance convincingly
> Dealing professionally with questions and interruptions
   -How to avoid "tricks" for your argumentation opponents
> Dealing confidently with stage fright and stress
> Dealing with presentation media
   -The right medium for the right occasion
   -The economical and effective dosage of effects

Methods: Trainer input, discussion, presentation exercises, video recordings, individual feedback

Time frame: two days

Convincing appearance

In this training, you will learn what kind of personal impact you have on others and experience the success you can achieve by consciously using your own "tools". Because regardless of whether you are talking to a potential customer, a superior or someone you don't know - if you master the art of a confident and convincing appearance, you will be one step ahead of others. The best thing about it: You can learn it!

You will learn helpful tips and tricks on how to convince others quickly and successfully. You will practice the optimal positioning of your arguments, receive individual feedback and have the opportunity to develop your own elevator pitch. In the process, we will uncover the basic psycho¬logical rules of argumentation and introduce you to the secrets of rhetoric and successful body language. At the end of this training, you will have a personal repertoire that will enable you to present yourself in an engaging, confident and sympathetic manner.

Contents:

- ➢ Comparison of self-image and external perception
  - How do I appear to others?
- ➢ Convincing self-presentation
  - Using the first impression to your advantage
- ➢ Winning the favor of the audience
  - Getting to the point quickly
  - Painting pictures in the mind of the other person
- ➢ Arguing concisely and purposefully
  - Building chains of argumentation
  - Skillfully choosing argumentation anchors
  - Target group specific argumentation
- ➢ Secrets of winning language and body language
  - Using emotions
  - Exuding strength and sovereignty
  - Speaking the language of your counterpart
- ➢ Elevator Pitch
  - Convince in only 30 seconds
  - Small appearance - big effect
- ➢ Feedback on appearance and effect
  - Reducing the blind spot
- ➢ Individual tips and tricks

Methods: Trainer input, individual and group exercises, discussion, reflection, video recordings, individual feedback

Time frame: one or two days

Conflict Management

Conflict situations in the workplace are difficult to avoid. The aim of the training is to provide you with knowledge about the occurrence and types of conflicts on the one hand, and methods for dealing with conflicts in a constructive, emotionally competent manner on the other. Because we often behave wrongly in conflict situations. We usually do so intuitively, without thinking much about it. This not infrequently leads to us getting angry with ourselves and others. Human beings are "conflict-prone" creatures, so it is important to deal with the dynamics of conflicts.

The seminar provides you with tools for better conflict behavior and enables you to systematically increase your conflict competence.

Contents:

- ➢ What are conflicts actually?
- ➢ Characteristics of conflicts
- ➢ Types of conflicts: factual and relational conflicts
- ➢ Forms of expression: hot and cold conflicts
- ➢ Emergence of conflicts, first warning signals
- ➢ Escalation stages
- ➢ Psychological background knowledge for conflict resolution
- ➢ Analyze personal conflict handling styles
- ➢ Examining one's own attitude towards conflicts
- ➢ Values and their meaning
- ➢ Conflict analysis
- ➢ Basic patterns of a conflict conversation
- ➢ Conflict-free communication techniques
- ➢ Goal-oriented solution steps

Methods: Trainer input, individual and group exercises, discussion, reflection, individual feedback

Time frame: one or two days

Psychology of negotiation

Negotiations are an integral part of everyday work. But again and again the talks are tough, the goal is lost from sight. An analysis of your own abilities allows you to integrate your strengths into the negotiation process. In addition, a method is presented and trained on how to better assess the negotiation partner.

In this training you will learn how to sustainably improve the chances of success through goal-oriented behavior. You will learn how to systematically structure negotiation situations in advance and how to prepare negotiations in a targeted manner. In the process, you will test how you can assert yourself in negotiations while taking your partner's interests into account.

Contents:

- Basics of negotiation
- Typical negotiation situations
- 5 negotiation strategies
  -Choosing the right negotiation strategy
- The Harvard Principle
- What do success and failure in negotiations depend on?
- Psychology of the negotiating partner
- Relationship management in negotiations
- Planning the negotiation process
- The red thread
- Argumentation
- Unclean argumentation methods and their defense
- Tactics in argumentation
- Typical barriers to persuasion
- Recognition of manipulation attempts and their successful defense
- Dealing with difficult partners
- Individual tips & tricks

Methods: Trainer input, individual and group exercises, discussion, role plays, video analysis, individual feedback

Time frame: one or two days

Convincing argumentation

In this seminar, you will learn how to quickly and successfully convince others of your ideas or projects. The seminar offers the opportunity to practice techniques of efficient communication and convincing argumentation in practical and relevant example situations. You will learn different approaches to adapt your argumentations individually to the respective target group. You will learn how to successfully use psychological tricks and tips to awaken the needs of the other person and thus argue convincingly.

Contents:

- ➢ Efficient communication
- ➢ The Pyramid Principle
- ➢ Argumentation groups and argumentation chains
- ➢ Target group specific argumentation
- ➢ Convincing through benefit argumentation

Methods*: Trainer input, small group work, discussion, case studies from practice

Time frame: one day

Meeting Management & Moderation

Who hasn't experienced this: meetings that go on forever, dissatisfied participants and no constructive results?

If you want to change this, moderate professionally in the future and design your meetings efficiently - then this seminar is just right for you. What is required of the moderator is procedural competence and sovereignty. The moderator must learn to renounce the tendency to lead and take responsibility for content. Facilitators are tasked with providing proper interventions and questions in unstructured, non-calculable situations. They should initiate group processes in a result-oriented and effective way, stimulate teams and project groups to innovative ideas.

In our training you will learn what is important for successful meetings. You will try out different moderation methods, learn useful principles for planning and preparing a moderation, and receive tips on visualization, time management, and dealing with difficult participants. Then you will be perfectly prepared for the next meeting!

Contents:

- ➢ Role and self-perception of the moderator
- ➢ Moderating and leading: the most important differences
- ➢ Appearance and behavior as a moderator
  - -Using and reading body language, facial expressions and gestures
- ➢ Setting goals and preparing for a meeting
- ➢ The agenda
- ➢ Rules and procedure of a moderated work session
- ➢ Triggering and steering discussions
- ➢ Questioning and discussion techniques
  - -Interaction triggering questions
  - -Inquiring and clarifying statements
  - -Mediating in case of conflicting opinions
- ➢ Toolbox for moderation
  - -Rules of thumb for visualization
  - -Shouting and card interrogation
  - -One-point and multi-point questioning
  - -Open points and topic memory
- ➢ Dealing with disruptions and conflicts in meetings
- ➢ The "bouncing barometer
- ➢ Goal-oriented securing of results
- ➢ Dealing with critical situations
- ➢ Meeting problems from the everyday life of the participants

Methods: Trainer input, individual and group exercises, discussion, reflection, individual feedback

Time frame: two days

Work organization & self-management

Time- and self-management

Why do we so often lack time, when we often spend enough time thinking about what to do next? The key here is to critically reflect on one's own working style and optimize it. Simple practices can overcome the everyday struggle against the clock. This seminar teaches methods and tools to use time more effectively.

This also means using appropriate working and planning methods. Efficient use of resources, foresighted scheduling and thoughtful prioritization are required. You will analyze your personal work and time behavior and work on your concrete daily planning and professional objectives.

Contents:

> - Basic settings at the time
> - Difference between effectiveness and efficiency
> - Set goals
>   - Formulating goals
>   - Description of goals
>   - SMART - Formula
> - Professional self-organization
> - Salami tecnique
> - Setting priorities
> - Eisenhower Matrix
> - Time - Value - Analysis
> - ABC-Tasks Analysis
> - Dealing with disturbances
> - Daily, weekly and monthly planning
> - The 25.000 $ method
> - Factors of individual time behavior
> - Identifying time eaters
> - ALPEN Method
> - Dealing with e-mail flood
> - Procrastination: reasons, mechanisms, consequences
> - Tips & Tricks

Methods: Trainer input, individual and group exercises, discussion, reflection, individual feedback

Time frame: one or two days

Efficient and calm - resilience training

While the demands of the working world are constantly increasing, we have less and less time to recharge our energy stores. We feel stressed and controlled by the hectic pace of everyday life. People have varying levels of resilience, that is, the ability to withstand and cope with such stressful times. Resilience helps us face challenges and overcome crises - and it can be trained! Even small changes can help you face challenges in the future more calmly and with inner strength.

The goal of this seminar is to get to the root of stress, uncover your own patterns and become more resilient. You will learn various strategies that can be easily integrated into your everyday life and develop your personal recipe for more serenity!

Contents:

- ➢ Emergence & causes of stress
- ➢ What is resilience?
- ➢ Recognizing helpful stress
- ➢ Gaining inner strength and serenity
- ➢ Principles of positive psychology
- ➢ Strengthen your own resources
- ➢ Energy donors & energy thieves
- ➢ The "right" rest
- ➢ The power of our thoughts
- ➢ Uncovering our own thinking traps & inner drivers
- ➢ Influence feelings positively
- ➢ Strengthening resistance & self-efficacy

Methods: Trainer input, individual and group exercises, discussion, reflection, individual feedback

Time frame: one or two days

Success through creativity - methods for finding ideas

Creative thinking and original action are significant prerequisites for success. You will become familiar with the most important creativity techniques that have proven themselves in practice. Impetus is given to creative processes in order to discover and implement new ideas in your own area of work.

Contents:

- ➢ Courage! Overcoming the limits of habitual thinking and acting
- ➢ Increasing your own creativity
- ➢ The power of the free flow of thoughts: Brainstorming without limits
- ➢ Creativity techniques to try out:
- ➢ Learn effective idea generation methods
- ➢ Idea selection and evaluation:
- ➢ Filter out the most promising ideas
- ➢ Identify and eliminate creativity blockers in practice
- ➢ Creating a creative atmosphere

Methods*: Trainer input, discussion, case study, trying out the methods together.

Time frame: one day

Making decisions well and wisely

Making decisions is part of our daily life. Most decisions we make almost automatically. Some made decision is only a conclusion. Because we can already foresee what the consequences will be and what consequences will come to us. True decisions are always decisions under uncertainty. In this seminar you will have the opportunity to optimize your decision-making behavior. Because whenever you have to make a quick decision in your job, you have to think and act fast and bear the consequence of your decision.

In the seminar we offer you to put your previous decision behavior to the test. Distinguish conclusions from real decisions and get to know the inner attitude of a decision maker. Concentrate on what you really want and what you need for quick and correct decisions.

Contents:

> ➢ Deciding or reasoning - the difference
> ➢ The psychology of decision making
> ➢ The fear cycle & the fear of making mistakes
> ➢ Different perspectives, exciting questions
> ➢ The choice of alternatives through personal preferences
> ➢ Different decision methods
> -Rational methods: decision matrix, force field analysis, SWOT analysis, etc.
> ➢ Intuitive methods: visualization and focusing
> ➢ Goals instead of wishes or expectations
> ➢ The Pareto principle
> ➢ Practicing decision making

Methods: Trainer input, discussion, reflection, exercises, work with practical examples

Time frame: two days

Project and process management

Design Thinking

Good ideas are no coincidence!

Innovation - in many people's minds this has something to do with creativity, intuition and random brilliant ideas, and less to do with strategy, systematics and structure. As a creative approach to developing innovative solutions, design thinking is currently proving that there is more method than magic behind innovative ideas.

Inspired by the work of industrial designers, design thinking is more than just a method of systematic innovation: it is also a mindset, a set of principles and a process that takes place in interactive loops. The focus of the multi-stage process is the target group, including its needs and wishes, which always represent the starting point for the development of new ideas.

Contents:

- ➢ Introduction and basics of Design Thinking
- ➢ Working methods and basics of Design Thinking
- ➢ Prerequisites and method case
- ➢ Six steps in the iterative process of design thinking:
  - Understanding the problem
  - Observe
  - Defining points of view
  - Idea generation
  - Prototyping
  - Testing and refinement
- ➢ Reflection of the process

Methods: Trainer input, small group work, exchange of experiences, reflection and discussion

Time frame: one, two or more days

Projectmanagement

Reality shows: expectations are high - time, money and personnel, on the other hand, are low. Good project management places high demands on everyone involved. This is where the art of a successful project manager begins. With systematic project organization, clear objectives, competent project planning and project control and, last but not least, the right amount of employee motivation, a project must be led to success within a given framework. In this seminar, the project phases are taught in a practical manner and worked through on real projects. You will learn the basics of effective project management as well as important instruments and tools that support the smooth running of projects.

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Contents:

- ➢ Basics of project management
- ➢ Success factors and sources of error in project management
- ➢ Phases of a project
- ➢ Basic conditions of the project organization
- ➢ Goal formulation & project assignment
- ➢ Stakeholder analysis: Who is involved? What are the interests of those involved?
- ➢ Project marketing: Whom do I have to convince in order to make the project run smoothly?
- ➢ The magic triangle of project planning: performance - deadline - resources
- ➢ Work breakdown structure and project schedule
- ➢ Planning principles & critical path
- ➢ Scheduling
- ➢ Project controlling & project documentation
- ➢ Project closure
- ➢ Using social skills successfully: Ways to motivate, improve communication in the project

Methods: Trainer input, discussion, case studies, exercises, small group work, individual feedback

Time frame: two days

Leading project teams

No project manager can manage a project without his project team. However, it is a challenging task to lead teams without this entailing disciplinary responsibility and authority to issue directives. Special balance is required here to ensure a balance between understanding, power, trust and acceptance. But how can you hold your own in this "sandwich position"? The key to success: communication. Those who succeed in motivating others, taking responsibility and asserting themselves in the face of resistance gain recognition and respect as project managers. In the seminar, participants learn how to lead confidently and effectively "on the same level" and gain acceptance. The goal is leadership behavior that promotes trust and team building and enables constructive handling of conflicts.

Contents:

- ➢ Principles of project management
- ➢ The four phases of project team development
- ➢ Controlling and influencing team development in the project
- ➢ Roles in the project
  - -Walt Disney model
  - -Actively demanding roles
- ➢ Delegation and clarification of tasks
- ➢ Motivation of project teams
  - -Possibilities of influence
- ➢ Possibilities of communication in critical situations:
  - -The Criticism Staircase
- ➢ Feedback: Johari-window, onion model, feedback rules, turning reproaches into wishes

Methods: Trainer input, discussion, case studies, exercises, small group work, individual feedback

Time frame: one or two days

Dealing with changes

Change is the order of the day in today's world.
Nothing is as reliable as change. Therefore, the adaptability of employees and managers is one of the most important success factors of a company. The goal of the seminar is to strengthen one's own ability to change. The starting point is one's own attitude and personal approach to the topic of change. Knowledge of the typical process dynamics of change helps to recognize internal and external blockages more quickly. In the seminar, constructive solutions for typical resistances are shown and thought-provoking impulses are conveyed to understand change less as a threat and more as something normal, as the possibility for new opportunities.

Contents:

➢ Self-reflection- reviewing one's own attitude towards change and transformation.
➢ Emergence and causes of stress due to change
➢ Understanding the change process: The four rooms of change
➢ The magic formula of change motivation
➢ Using the power of thoughts - uncovering thinking traps
➢ Personality typology - understanding individual values and needs in change processes
➢ The role of emotions in the change process
➢ Dealing constructively with resistance
➢ Counteracting stress in the short and long term

Methods: trainer input, discussion, reflection, group exercise, case studies from practice

Time frame: one or two days

Agile methods

Everyone is talking about agile, Work 4.0, Scrum and Design Thinking today. This trendy topic raises many questions. What does agility actually mean and when does this type of work management make sense? Agility pursues the goal of making a company or organization adaptable, flexible and efficient, i.e. capable of acting quickly.

In our Agile Methods seminar, participants receive an overview of the current methods. Using practical examples, they learn about Design Thinking, Business Model Canvas, Lean Startup, Kanban and Scrum, among others.

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Contents:

➢ Agile basics - Theoretical foundations of agile working.
➢ "Agile" or "classic"? - Understanding internal and external factors
➢ Leadership styles and organizational forms in the context of agility
➢ Mindset for agility
➢ Principles of agile teamwork
➢ Getting to know individual agile methods, e.g.
➢ Scrum, Design Thinking, Business Model Canvas, Lean Startup, Kanban

Methods: Trainer input, discussion, questions and case studies from the participants' practice, exchange of experiences, practical exercises, best practice examples

Methods of agile project management - Scrum

Scrum is currently probably the best-known representative of agile project management methods. Although it has its origins in software development, it is applied and used in many different areas and business fields. Its success is attributed to the fact that it takes an approach to the organization and execution of projects that differs greatly from traditional approaches. In Scrum, constantly reacting to changes and obstacles is a natural part. This fact leads to the high attractiveness of Scrum as a project management method.

This seminar enables participants to successfully manage projects with Scrum. You will get to know the ideas, concepts, components and processes that make up Scrum.

Contents:

> ➢ The values behind Scrum as well as the fundamentals of all agile methods.
> ➢ The basic principles on which Scrum is based
> ➢ The individual process steps in the flow of a Scrum project
> ➢ The roles that are lived in Scrum
> ➢ How requirements are recorded and described
> ➢ How efforts are estimated
> ➢ How requirements are scheduled
> ➢ Which controlling instruments are available
> ➢ How release planning is done in Scrum
> ➢ How Scrum guarantees the highest possible goal achievement

Methods: Trainer input, discussion, case studies, exercises

Time frame: two days

Shape virtual collaboration

Participants learn how to organize themselves with their virtual team.
They will gain an overview of possible tools for digital
and learn how they can strengthen their team cohesion in the digital space.
team cohesion in the digital space. Participants will learn about tools to
keep track of projects and tasks, document and manage shared knowledge
and ideas, as well as to write joint texts or presentations.
In addition, they learn how to keep the team spirit even in a virtual
Team.

Contents:

  ➢ Basics for productive digital team meetings
  ➢ Check-in, warm-ups and mastering the start of the meeting
  ➢ Team rituals and team meeting rules
  ➢ Interaction time vs. concentration time
  ➢ The right timing: Unleashing team productivity
  ➢ To Do topics overview in the team and individual task planning

Methods: Trainer input, discussion, exercise sequences, case studies from
the participants' practice, exchange of experiences

Time frame: one day

Train the Trainer Trainings

Knowledge management: A tool box

Whether in presentations, lectures, workshops or trainings- the internal transfer of knowledge has become an indispensable part of everyday professional life. But how often does this knowledge transfer fail due to the lack of methodological and didactic competencies?

In this seminar you will learn how to conceptually prepare and carry out your training: from the creation of a schedule, to the formulation of objectives, to the selection of media. You will learn the basics of didactics, the possibilities of using different media and activating methods. You will receive concrete suggestions on how to make your training more active, how to make your colleagues enjoy learning and how to absorb more in less time. Another focus of the seminar is how to deal confidently with colleagues who are learning. You will train to moderate groups, to initiate and steer discussions and to deal with disturbances in a constructive way. The goal is to be able to pass on your own knowledge professionally in the future with a packed tool box, individual tips and verve.

Contents:

> - Role and self-perception of the teaching colleague
> - Basic rules of knowledge transfer
> - Goal-oriented planning and preparation
> - Function and formulation of learning objectives
> - Seminar dramaturgy
> - Rules of comprehensibility
> - Schedule
> - Methods and use of media
> - Successful use of didactics and methodology
> - Visualization
> - Use of media: beamer, metaplan technique, flipchart
> - Selection of methods according to learning type
> - Moderation methods
> - Rhetorical basic knowledge: Use of the voice
> - Leading and controlling discussions
> - Communication: Questioning and discussion techniques
> - Learning concepts
> - Motivation of learning colleagues
> - Professional handling of disturbances, difficult situations and colleagues
> - Individual impact and analysis of strengths and weaknesses

Methods: Trainer input, discussion, reflection, demonstration, group exercise, role plays, case studies from practice

Time frame: two days

Train the Trainer

The trainer's task encompasses a wide range of competencies. In addition to professional competence, it is equally important to accompany the group methodically and didactically in the learning process. In this training you will learn to further develop your skills as a trainer, to break down compact knowledge and to create an exciting and activating learning environment for your participants.

Contents:

- The role of the trainer
- How does learning work in adulthood?
- Content and methodological design of trainings
- Comprehensive repertoire of methods
- Understanding and positively influencing group dynamics
- Good time management for trainers
- Dealing with difficult training situations
- Designing sustainable transfer

Methods: Trainer input, discussion, reflection, case studies from practice, demonstration, group exercise

Time frame: one day

Develop training- and workshop concepts

In this training you will learn how to actively design your trainings and workshops so that colleagues enjoy learning with you. Tools for developing goal-oriented and target group-oriented trainings and workshops are taught. You will receive tips for efficient learning and varied concepts.

Contents:

- ➢ Basic rules of knowledge transfer
- ➢ Needs analysis and goal setting
- ➢ Goal-oriented planning and preparation
- ➢ Didactics and training methods
- ➢ Seminar dramaturgy
- ➢ Sustainability and transfer in training & workshop

Methods: Trainer input, discussion, reflection, demonstration, group exercises, case studies from practice

Time frame: one day

Confident moderation of trainings

Trainings and workshops only become efficient and sustainable through the use of the right methods. In this training, you will learn various methods for moderating different issues in a confident and results-oriented manner.

Contents:

 ➢ Opportunities and limitations as a trainer/moderator
 ➢ Moderation techniques and their targeted application
 ➢ Leading and controlling discussions
 ➢ Visualization made easy
 ➢ Dealing with different media

Methods: Trainer input, discussion, reflection, demonstration, group exercises, case studies from practice

Time frame: one day

Dealing with difficult training situations

As a trainer or facilitator, it often becomes difficult when participants resist methods or the topic, difficult or critical questions arise, or I even feel attacked as a trainer. In this training you will learn to master these and other difficult situations with confidence.

Contents:

- ➢ Dealing with challenging training situations
- ➢ Communication and questioning techniques
- ➢ Constructively dealing with disturbances
- ➢ The disturbance barometer
- ➢ Reacting confidently & calmly to attacks

Methods: Trainer Input, discussion, reflection, demonstration, group exercises, case studies form practice

Time frame: one day

Leadership development

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Positive Leadership

In this seminar, you will learn techniques of positive leadership, understand your own leadership strengths and build on them with practical tips.

Strength orientation as a leadership skill is one of the most promising leadership approaches of today. The topic became known under the term of Positive Leadership. Through the systematic use of positive communication, the establishment of positive relationships and by triggering positive emotions, extraordinary success can become possible. Higher performance, better time and energy management, higher employee motivation, less absenteeism due to illness, higher customer satisfaction: these are just a few of the typical effects of Positive Leadership that have been proven in studies.

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Contents:

- ➢ Positive Leadership - The Basics
  -Basics of Positive Psychology according to Seligmann
  -The concept of Positive Leadership
  -The PERMA model or the five pillars of healthy leadership
- ➢ Self-leadership
  -Current demands on one's own role as a leader
  -Analysis of the status quo and one's own resources
  -Strength-oriented self-leadership
  -Living and experiencing self-efficacy
- ➢ Sustainable and strength-oriented team development
  -Transfer of the PERMA model to the employees
  -Redefining success
  -Dealing with different personalities and needs

Methods: Trainer input, reflection, demonstrations, discussion, case studies from the participants' practice, exchange of experiences

Time frame: one or two days

Cross-generational leadership

In this seminar you will learn how successful teams are composed, what it really means to work in a team and which mechanisms work in groups.

This seminar deals with the challenges of demographic change and leading age-diverse teams. Wherever different generations meet, different ideas and needs come together. As a manager, it is important to recognize these and meet them individually, while at the same time strengthening cooperation within the team. After all, cooperation between different generations offers great opportunities if we use them correctly. Generation Y in particular was on everyone's lips as the digital generation until recently. But now Generation Z - the highly skilled workers of tomorrow - is making inroads into companies with their own ideas. As a manager or trainer, you now face entirely new challenges. Are the digital natives changing your understanding of leadership? In this training, we take a look at the values of these generations. You will be given methods and tools for finding young people, how to lead them confidently, and how to retain them in your company in the long term.

Contents:

- ➢ Challenges and opportunities of demographic change
- ➢ From the baby boomer generation to Generation Z
- ➢ Attitudes and characteristics of the generations
- ➢ A look at the understanding of values of Generation Y and Z, influencing factors, basic motivation and value attitudes of the generations
- ➢ Generational differences in everyday working life
- ➢ Different demands of the generations on work and leadership
- ➢ Living a feedback culture - dealing with generation "self-confident", motivating leadership methods for young people
- ➢ Shaping leadership specifically
- ➢ Improving cooperation and exchange in age-diverse teams

Methods: Trainer input, discussion, case studies from the participants' practice, method of collegial consultation, reflection, moderated exchange of experiences, individual feedback

Time frame: one or two days

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Understanding group dynamic processes

In this seminar, you will learn how successful teams are made up, what it really means to work in a team and what mechanisms work in groups. The work of many colleagues is more than the sum of their individual efforts. But only if the conditions are right and the "right people" work together. But what does this mean? Teamwork - an area of tension between responsibility for one's own work, constructive cooperation with colleagues and personal competencies, experiences and wishes.

Contents:

- ➢ Group dynamics: the behind-the-scenes look at when people come together.
- ➢ What science knows about groups: from the famous Milgram experiment to today
- ➢ Characteristics of successful teams
- ➢ Cooperation in a team: what do I mean by this?
- ➢ Recognizing the advantages and benefits of teamwork
- ➢ Determining the position of one's own team
- ➢ My role in the team
- ➢ Possibilities and limits of teamwork
- ➢ The Riemann-Thomann model

Methods: Trainer input, group exercises, discussion, reflection, individual feedback

Time frame: one or two days

Leading teams

Cooperation in successful teams releases undreamt-of synergies. Both in terms of the performance target and in terms of cohesion and motivation among employees. After all, team development is frequently cited today as an important condition for corporate success. Thus, the importance of teams for leadership, organization and market is taken into account. The aim of this seminar is to provide you with knowledge and tools on how to successfully develop and motivate teams. In order to do justice to one's leadership task, social competence and emotional intelligence are required; because projects do not fail because of technology, but because of people.

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Contents:

➢ Principles of team development
➢ Characteristics of successful teams
➢ Motivators and demotivators in the team
➢ Team rules and working standards
➢ The four phases of team development
➢ Controlling and influencing team development
➢ Developing team culture
➢ Motivation of employees
➢ want - can - may
➢ extrinsic and intrinsic motivation
➢ Possibilities of influence
➢ Personality typology
➢ Dealing with different team personalities
➢ Knowing the strengths and weaknesses of the team
➢ Motivating team members in a targeted manner
➢ Situational leadership
➢ When is which leadership behavior appropriate?
➢ Knowing and developing the maturity level of the employee
➢ Delegation and clarification of tasks

Methods: Trainer input, individual and group exercises, discussion, reflection, role plays, individual feedback

Time frame: two days

When a colleague becomes a leader

In this training you will deal with your current or future role as a manager, the tasks and values associated with it. You will reflect on your situation, the demands placed on you and also the associated difficulties. Due to the numerous exercise situations you have the chance to get feedback regarding your leadership behavior and your effect on others. In this way, you can experiment with different behaviors during the training and explore your individual leadership style.

In order to do justice to one's leadership task, social competence and emotional intelligence are required; because challenges do not fail because of technology, but because of people. In this seminar, you will learn to successfully build a team, lead employees situationally and deal with conflicts constructively.

Contents:

- ➢ Principles on the topic of "Leadership"
- ➢ From colleague to leader
  - Advantages and challenges
- ➢ Principles of team development
- ➢ The four phases of team development
- ➢ Managing and influencing team development
- ➢ Roles in the team
- ➢ The DISG model - personality typology
  - Self-reflection - what type am I?
  - Determining your own position - strengths and weaknesses
  - Dealing with the different personality types
- ➢ Clarification of tasks and delegation
- ➢ Motivation of employees
  - Possibilities of influence
- ➢ Basics of positive employee communication: sender-receiver principle
- ➢ Factual and relationship level in communication
- ➢ Giving constructive feedback
  - Johari window
  - Onion model
  - Feedback rules
  - Sending I-messages

Methods: Trainer input, individual and group exercises, discussion, reflection, role plays, individual feedback

Time frame: two days

The dialogue as a leadership tool

Leading means communicating! Because the tasks of a manager are primarily performed in conversations - and this is where successful managers differ from less successful ones. In the seminar you will optimize your personal appearance, your communication style and learn various interview techniques. The objectives of various employee interviews are taken into account. The focus of the seminar is on the preparation, implementation and documentation of the appraisal interviews, because experience has shown that this is where the greatest barriers arise among managers and employees. You will be sensitized to employee problems and will train alternative behavior and communication techniques that ensure appropriate interaction with employees - even in difficult discussion situations.

Contents:

- ➢ Basics of good communication: sender-receiver principle, four-levels model, iceberg theory, information loss staircase
- ➢ Rhetorical basics
  -Voice and speaking technique
  -The use of body language
- ➢ Building rapport
- ➢ Conversation techniques: Questioning techniques, active listening
- ➢ The criticism staircase
- ➢ Giving constructive feedback
  -Johari window, onion model, feedback rules, sending ICH messages
- ➢ Employee appraisal as a management task:
  -Criticism conversations
  -conflict resolution talks
  -Motivational talks
  -performance appraisal interviews
  -Leading with goals: Target agreement discussions
- ➢ Dealing with employee problems and difficult management situations

Methods: Trainer input, individual and group exercises, discussion, reflection, role plays, video analysis, individual feedback

Time frame: two days

Conflict management for leaders

In this leadership seminar, you will analyze: Where are leaders exposed to conflicts and what characterizes a conflict-positive attitude towards them? Where do conflicts arise among your own employees, between different departments or at management level, and how do you deal with them?

Conflicts are part of team development. As leader , you cannot avoid these conflicts. The goal of the training is to provide participants with knowledge about the occurrence and types of conflicts, as well as methods for dealing constructively with conflicts within teams. Because we often behave wrongly in conflict situations. We usually do this intuitively, without thinking much about it. This not infrequently leads to us getting angry with ourselves and others. Human beings are "conflict-prone" creatures, so it is important to deal with the dynamics of conflicts.
The seminar provides you with tools for better conflict resolution behavior and enables you to systematically increase your conflict resolution skills.

Contents:

- ➢ Causes and symptoms of conflicts
- ➢ Emergence of conflicts, first warning signals
- ➢ Conflicts and their dynamics: escalation stages
- ➢ Psychological background knowledge for resolving conflicts
- ➢ Examining one's own attitude towards conflicts
- ➢ Values and their meaning
- ➢ Basic patterns of a conflict resolution discussion
- ➢ Goal-oriented solution steps
- ➢ Mediating in conflict situations as a moderator
- ➢ Basics of mediation
- ➢ Importance and practice of the neutral position

Methods: Trainer input, individual and group exercises, discussion, reflection, role plays, conflict simulations, video analysis, individual feedback

Time frame: two days

Situational leadership

Leaders often complain that they have too few employees who think and act entrepreneurially. Problems are usually recognized, but not solved independently in the interests of the company. On the other hand, many employees are demotivated because they are not allowed to make their own decisions. In this seminar, leaders learn the key to solving this problem professionally and systematically.

Developed by Prof. Paul Hersey, "Situational Leadership" will familiarize you with a globally tested and practically proven method of how to be more effective as a leader. In addition, you will be shown a way to develop your employees into top performers who act on their own responsibility, so that the performance of your team increases and you yourself gain more freedom.

Contents:

- ➢ Task and relationship orientation
- ➢ Understanding basic leadership styles and how they can be applied
- ➢ Developing the concept of "situational leadership
- ➢ Identify maturity levels of employees
  -Attention to ability and willingness of employees
- ➢ Exploiting the potential of employees and promoting their development to perform tasks independently
- ➢ Selecting the appropriate leadership style
- ➢ Reflecting preferences in leadership behavior

Methods: Trainer input, discussion, reflection, individual work, small group work, case studies from practice, individual team analysis

Time frame: one or two days

Initiate and design the process of change

Everything changes, life is *change*. And yet many people want things to stay the way they are. Especially in their workplace. They want to preserve what they are used to and what is familiar, which gives them security. That's why many people resist when changes are announced, or sometimes even just fear that something will change. This is why it is often so difficult to implement changes in companies and organizations. They cannot simply be imposed. However, changes only succeed if those involved and affected support the change. That's why managers and everyone who wants to change something in their organization or company must make sure, above all, that they succeed in winning over the people involved for the change project. This poses a particular challenge to managers.

Contents:

- ➤ Significance of change processes
- ➤ Positioning: Role and responsibility of the manager
- ➤ Phases of a change process
- ➤ Requirements of a manager in the individual phases
- ➤ The phenomenon of non-simultaneity
- ➤ Peculiarities and importance of communication in change processes
  -Interest-specific communication
  -Verbal de-escalation
- ➤ Resistance in change processes
- ➤ Significance of emotions in change
- ➤ Phase model of emotions during change
- ➤ Case discussion and practical relevance

Methods: Trainer input, individual and group exercises, discussion, reflection, individual feedback

Time frame: two days

Promote team culture and feedback

"Will you give me feedback as soon as you're done?!" Feedback: an inflationary word that can be used for everything. Whether for an answer, a status report or a statement about the state of mind. Yet proper feedback is a fine art that can be used very effectively as a management tool in collaboration. How does it work? In this seminar you will learn the practical application.

Contents:

➢ An appreciative and effective team culture
➢ Feedback - part of an appreciative team culture
➢ Feedback rules
➢ Johari Window
➢ The onion model
➢ Application fields of feedback
➢ Effects, opportunities and benefits

Methods: Trainer input, small group work, role plays, case studies from practice, discussion

Time frame: one day

Healthy leadership

The way we lead has a great influence on our well-being, our motivation and our performance. The goal of the training is to reflect on the role as a leader in the process of keeping employees healthy. Expressing appreciation and dealing constructively with conflicts can be just as crucial here as clarity regarding expectations and responsibilities. In addition, clear rules and agreements that allow the separation of work and private life are helpful and thus provide an important basis for maintaining health and regeneration. Here, too, the leader is an important guiding figure. "How do I act and what effect do I have?" is a central question that we reflect on and discuss together here. Through various elements such as prudent and appreciative communication, consensus orientation and a motivating and positive basic attitude on the part of the leader , we maintain the resources, the reserves and thus also the psychological resilience and health of the employees.

*Contents***:**

- ➢ Healthy leadership
  Reflecting on factors of "mental hygiene"
  Conditions for a good team climate
  Authentic charisma, praise, appreciation and recognition
- ➢ Healthy leadership starts with myself
  Achieving inner strength and composure
  Principles of positive psychology
  Strengthening one's own resources
- ➢ The transition from health to illness
  Recognizing warning signals in employees and reacting appropriately
- ➢ Effect of the initial approach
  Structure and conduct of conversations
  Interview techniques: Questioning techniques, active listening
- ➢ Conclusion of the conversation & outlook

Methods: Trainer input, discussion, self-reflection, group exercises, practical examples, analysis of own experiences, individual target agreement

Time frame: one or two days

Lead situationally

Leaders often want employees who think and act like entrepreneurs.
There are countless models and theories on leadership. Many bring important approaches, such as Hersey and Blanchard's eponymous model, however everyday leadership in a world of change is not theory-based. Ideally, the leader facilitates a self-effective and intrinsically motivating way of working that encourages employees to develop and contribute. This requires not only proven tools of modern leadership, but also needs-based and needs-oriented approaches. In this way, the team develops, satisfaction increases and performance can improve.

You will receive the right approaches to lead effectively, combined with practical exercises and scientific findings, in this seminar.

Contents:

- ➢ Task and relationship orientation
- ➢ Understanding basic leadership styles and how they can be applied
- ➢ Developing the concept of "situational leadership
- ➢ Identify maturity levels of employees
  -Attention to ability and willingness of employees
- ➢ Exploiting the potential of employees and promoting their development to perform tasks independently
- ➢ Selecting the appropriate leadership style
- ➢ Reflecting preferences in leadership behavior

Methods: Trainer input, discussion, reflection, individual work, small group work, case studies from practice, individual team analysis

Time frame: one or two days

customer service and sales

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Understanding and inspiring customers

Everyone wants to be treated in a friendly and courteous manner in companies, organizations or public institutions. Unfortunately, people often have the feeling that they are not a customer but a supplicant. This is where you can make the decisive difference tangible: service orientation is often one of the few ways to stand out positively from the competition. Service must be tangible for the customer from the very first contact. After all, personal customer service is often valued more highly than the product or service. In dialog, customers want to share their experiences and wishes, receive competent advice and, above all, experience excellent service. Improve your customer service and increase customer satisfaction and your reputation on the market.

***Contents*:**

- ➢ Service excellence: what excites customers?
- ➢ Relationship management
- ➢ Making a positive first impression on the phone
- ➢ Action competencies of a service provider
- ➢ Stages of the process of a successful customer contact
- ➢ Methods of sovereign conversation management
- ➢ Self-confident, sovereign appearance
- ➢ Benefit argumentation from the customer's point of view
- ➢ Customer psychology - motives of customers
- ➢ Conversation techniques in difficult situations
- ➢ Personality typology - different types of customers have different needs
- ➢ Dealing with angry customers

Methods: Trainer input, discussion, case studies from practice, role plays, small group work, individual feedback

Time frame: one or two days

Trade fair training - Increase your trade fair success

Trade fairs are the most effective platform for making contacts and presenting the company to visitors. Here it is important to be noticed and to be remembered. This trade fair training creates the basis for an active, proactive and professional appearance and customer-oriented behavior of the stand team - both are extremely important for trade fair success. The essential requirements for successful behavior at the trade fair stand are discussed and practically tested. This will significantly increase your trade show success.

Contents:

- ➢ Mental preparation:
- ➢ Personal attitude to the fair
  -Pictures in the head
- ➢ Addressing the trade fair visitors
- ➢ Effective conversation openers
- ➢ The correct assessment of a potential customer
- ➢ The most important conversation techniques during the trade fair conversation
- ➢ The importance of body language in assessing the trade fair visitor
- ➢ How do I make the best use of the time available?
- ➢ The psychological basics of a trade fair conversation
- ➢ What is the right balance between asking questions, listening and arguing?
- ➢ Behavioral training for the trade fair discussion (appearance, body language, appearance)
- ➢ How do I conclude a conversation politely?
- ➢ The follow-up to a trade fair discussion

Methods: Trainer input, small group work, role plays, case studies from practice, discussion, video analysis, individual feedback

Time frame: two days

Telephone service & complaint management

The telephone is the most important instrument in customer service - whether for acquiring new customers, retaining old customers or increasing customer satisfaction!

But communication on the phone is particularly sensitive. During a telephone call, eye contact, gestures, facial expressions, appearance and personal impressions are missing. It sounds trivial, but you can't see anything through the telephone! This makes voice volume, pitch, wording, expression, speed, pauses, modulation and personal address particularly effective. Thus, very special tricks apply on the phone. Only the mastery of these tricks makes the telephone a tool for success and a business card for the company.

The intensive training enables you to behave in a customer-oriented manner on the telephone. You will learn to conduct service-oriented customer dialogs, to always appear friendly and to maintain a confident manner even in difficult situations. To this end, the training imparts effective know-how from telephone-specific techniques of rhetoric, complaint management and communication psychology.

Contents:

- ➢ Special features of communication on the telephone
- ➢ Consciously making a positive first impression
- ➢ Voice training:
- ➢ Change of speaking style, tone of voice, speaking tempo, volume, breathing
- ➢ The right telephone rhetoric
  - -Factual and relationship level
  - -Building rapport
  - -Avoid words that create resistance
  - -Formulating positively
- ➢ Structure of a professional telephone conversation
- ➢ Active control of telephone calls through targeted questioning
  - -The importance of active listening
  - -Use of questioning techniques
- ➢ Needs analysis: What does the caller want?
- ➢ Identifying different types of customers
- ➢ The binding conclusion of the call

Methods*:* Trainer input, individual and group exercises, discussion, practicing telephone calls using a telephone case, individual feedback

Time frame*:* two days

Sales training

Appearance, pronunciation, posture, facial expressions and gestures play a decisive role in determining the course and success of sales situations. Participants are taught the basics of a successful appearance. The formula for a successful customer approach lies in a good interplay of arguments, eloquence and body language.

After a successful sales approach, the next step is the sales pitch. A trusting contact with the customer and the knowledge of the psychology of selling create the conditions for a successful conclusion. These are the basics! What the participants still need are the techniques and methods to apply the basics. These are taught to them in this training.

In this seminar, participants learn helpful tips and tricks on how to convince customers quickly and successfully. They practice the optimal placement of their arguments, receive individual feedback and have the opportunity to create their own elevator pitch. In the process, we uncover the basic psycho¬logical rules of optimal pitching and introduce participants to the secrets of rhetoric and successful body language. At the end of this training, participants will have their own personal repertoire to inspire customers.

Contents:

The four phases of the sales conversation:

1. opening phase
   - The 1st impression
   - Analysis of personal appearance
   - The art of small talk
   - Use and effect of body language
2. information phase
   - Analysis of different customer types
   - Needs analysis: need vs. want, arousing needs
   - Use of the nondirective conversation technique
   - targeted questions & active listening
3. argumentation and presentation phase
   - The price - value – scale
   - Building up benefit argumentation, argumentation rules,
   - professional objection handling
   - The right time for the price
   - Objections vs. pretexts
3. target phase
   - Different successful sales techniques

Methods: Trainer input, discussion, individual and group exercises, role plays, video recordings and individual feedback if necessary

Time frame: one or two days

Team development, team coaching, mediation, coaching, moderation

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Team development

Team development is a targeted approach to improving cooperation. Involving all members creates a high level of commitment with the team and the common tasks and goals. Supporting team development is particularly important when the team takes on new tasks or there is a change of staff in the team. Here, targeted measures are needed to agree on tasks and goals, clarify cooperation and develop joint communication and thus responsibility. Teamwork - an area of tension between responsibility for one's own work, constructive cooperation with colleagues and personal competencies, experiences and wishes! The aim is to stimulate the exchange of the participants, to reflect on their cooperation, to question it and, if necessary, to redefine it.

Contents:

➢ Presentation of the team history
- Journey into the past, gather strengths of the team
- Illustrate milestones over time
➢ Characteristics of successful teams
➢ Phases of team development
- How can you influence team development yourself?
➢ Roles in the team
➢ Developing and exchanging SWOT analysis in groups
- What are the strengths of our team?
- What are the weaknesses of our team?
- What could be our opportunities?
- What risks can we identify?
- Derive and concretely agree on a plan of action
➢ Personality typology
- Use of an exercise to differentiate personality types
- Awareness of our own behavioral style
- Individual characteristics of the different personality types
➢ Communication and conflict management in the team
- Feedback as a team culture
- Johari Window
- Onion model
- Feedback rules, sending I-messages, mirroring

Methods: Trainer input, group exercises, discussion, joint analysis and reflection, mutual feedback, outdoor exercise if necessary

Time frame: one or two or more days

Teamcoaching

Teams are considered the smallest organizational units in many companies today. It is these teams that ensure the success of projects and complex work tasks and thus the success of the company in the market. To meet the requirements, powerful teams are needed. However, teamwork is not always as smooth as the task would require. The individuality of each team member often leads to friction and losses. Success is jeopardized. These problems occur more frequently, especially during major changes (e.g., reorganization), with new teams, and with teams for which outstanding demands are made. Especially in these situations, fast and consistent action is required.

The goal of team coaching is to accompany teams in order to uncover these areas of friction and to resolve them constructively.

Contents:

- ➢ Goals and self-image in the team
- ➢ Roles in the team
- ➢ Differences and commonalities
- ➢ Experiences and fantasies
- ➢ Existing and foreseeable conflicts in the team
- ➢ Mutual trust and respect
- ➢ Rules and norms in the team
- ➢ Conflict management

Methods: Trainer input, group exercises, discussion, joint analysis and reflection, mutual feedback, outdoor exercise if necessary

Time frame: one or two or more days

Mediation

Mediation means conciliation and is a procedure in which conflicts are resolved independently with the support of a mediator. When the effectiveness and enjoyment of work are noticeably impaired because of persistent and stressful conflict situations, team mediation of a conflict is of great benefit. This applies to "hot" or currently explosive conflicts as well as to "cold" or smoldering conflicts. And it is especially true for work in matrix organizations, where conflicts often arise due to insufficient information exchange, costing a lot of time and energy.

Participants in a mediation can be employees of a department, team members of project groups as well as the management. Provided that they are involved in the conflict situation and wish to participate constructively in finding a solution. The goal of team mediation is to support those involved in working independently towards a win-win oriented solution and to stabilize the relationship between them. At the same time, this lays the foundation for a new culture of communication, a culture that leads to mutual respect, promotes cooperation and is reflected in concrete terms in an improvement in the working atmosphere and operating results.

6 phases of mediation:

1. introduction
2. collection of topics
3. clarification of needs and interests
4. creative brainstorming
5. evaluation of solution options
6. mediation agreement

Coaching

Coaching accompanies effective, successful work. Coaching is used in a supportive manner when development is required or optimization is necessary. It is also used to learn and to reach a desired level. The prerequisite is that direct or indirect benefits can be expected, the achievement of goals is to be supported appropriately or essential changes are to be introduced compellingly. The topics arise from the agreed framework and the desired objective. The focus of systemic coaching is on the client's work and the responsibility to be derived from it.

Possible coaching topics include:

Increase of professional qualification and efficiency

> ➢ Increase of professional competences
> ➢ Support in the implementation of already
> ➢ existing professional knowledge
> ➢ Teaching self-management techniques
> ➢ Teaching techniques for organizing work

Utilization of individual potentials

> ➢ Researching the causes of one's own actions, interpreting past experiences, training new patterns of interpretation and action
> ➢ Improvement of the communication style
> ➢ Analysis of existing social relationships, constructive design of relationships with colleagues, subordinates or superiors
> ➢ Motivation of employees
> ➢ Support in strategic and operational planning
> ➢ Cooperation of intra-organizational subsystems, definition of competencies

Accompaniment of change processes

We support you with changes in your organization - individually and sustainably. Together with us, you design a clear goal, the appropriate process steps and the functional structures to achieve it. We identify the important players, select the relevant information and effective communication channels. We advise you on the coordination of cooperation and follow up on the implementation of tasks and measures. We see ourselves as experts in conducting productive workshops and coaching process owners in your organization. In this way, we lay a foundation for change that is

➢ works quickly and sustainably
➢ generates a clear transparent benefit
➢ utilizes resources and competencies of the organization
➢ is perceived as a positive experience
➢ increases the know-how of those involved

Our seminar standards

Psychological expertise We make the findings of psychology, business psychology and positive psychology available for the personnel development of our customers and participants.

Psychological consulting and support We advise and support our customers, ask about their goals, their framework conditions and develop the best solution for their concerns together with them.

Individual solutions Local - digital - hybrid We develop the appropriate solutions with our customers, which can be face-to-face events, remote training, blended learning concepts or hybrid concepts.

Small groups To ensure individual practice and sustainable transfer, we train in groups of up to 10 participants.

Clarification of objectives Before each seminar, we clarify the objectives in a discussion with the client.

Preliminary questionnaires for participants In order to adapt the seminar to the needs and goals of the participants, we use preliminary questionnaires and subsequently design the seminar .

Scientific basis Business psychology applies scientific findings from psychology to issues in business and deals with the behavior of people in companies.

Seminar content Our seminar content is methodically and didactically varied and activating in the face-to-face seminar - so participants learn by understanding, experiencing and repeating, and there is further content and active support available.

Common thread in the seminar Every seminar follows a red thread that is placed visibly for all participants and provides orientation and structure.

We do not ask for expectations and wishes, we ask the participants for their goals. The difference becomes apparent in the active and responsible attitude of the participants.

Practical examples of the participants In each seminar we work with the practical examples of the participants in order to work on practical relevance and examples relevant to the participants.

Individual feedback Participants receive individual feedback because learning is individual and there is no one right solution for everyone. We work resource-oriented and strengthen the strengths of the participants.

Transfer assurance We ensure the transfer into practice for our participants by working on the participants' own practical cases, using targeted transfer methods (follow up event, personal development plan, agreement on goals, letter from beyond, etc.) and our online support.

Feedback meeting with the client We evaluate the feedback together with the client. In this way it is possible to accompany individual learning in a sustainable way.

References

For these customers we conduct in-house seminars:

- Adler Properties GmbH
- Ärztekammer Berlin
- Agentur für Arbeit Berlin Mitte
- AIRBUS Group
- Akzo Nobel Farbe & heimtex GmbH
- Arxes-tolina GmbH
- Aus- und Fortbildungsreferat des Präsidenten des Kammergerichts
- Becker Büttner Held- Rechtsanwälte Wirtschaftsprüfer Steuerberater
- Berlin Partner GmbH
- Berlinovo Immobilien Gesellschaft mbH
- BKK VBU
- Blacklane GmbH
- BOC Information Technologies Consulting GmbH
- Brands4friends
- Bundesverband der Verbraucherzentralen
- BVV Versicherungsverein des Bankgewerbes a.G.
- Carl Zeiss Meditec
- Charité Facility Management GmbH
- Cornelsen Verlag GmbH
- Daimler Group Services Berlin GmbH
- DECATHLON Sportartikel GmbH & Co.KG
- degewo AG
- Deutschlandradio
- Deutsche Energie-Agentur GmbH (dena)
- Deutsche Klassenlotterie Berlin
- Deutsche Rentenversicherung
- Deutsches Rotes Kreuz e.V.
- Die Gestalten Verlag GmbH & Co.KG
- DIN Gruppe
- DKB Deutsche Kreditbank AG
- Dietrich-Bonhoeffer-Klinikum
- Docdata Fulfilment GmbH
- Dussmann AG und Co.KG
- eBay AG
- Eckert & Ziegler Strahlen- und Medizintechnik AG
- Ecologic Institut gGmbH
- En.plus GmbH
- Eprofessional GmbH
- E.dialog GmbH
- Flaconi GmbH
- FOKUS – Fraunhofer Institut für Offene Kommunikationssysteme
- Foodspring GmbH
- Friedrich-Ebert-Stiftung
- Friedrich Naumann Stiftung für die Freiheit
- G&H Bankensoftware AG

- Gematik Gesellschaft für Telematikanwendungen der Gesundheitskarte mbH
- GESOBAU AG
- GVL – Gesellschaft zur Verwertung von Leistungsschutzrechten mbH
- HelloFresh SE
- HIGHYAG Lasertechnologie GmbH
- HolidayPirates GmbH
- Howoge Wohnungsbaugesellschaft mbH
- HUMANA Second-Hand-Kleidung GmbH
- IHK Berlin
- Jobcenter Berlin Friedrichshain/Kreuzberg
- Kondor Wessels Wohnen Berlin GmbH
- KPMG IT Service GmbH
- Land Brandenburg Lotto GmbH
- Leonardo Hotels
- LWG Lausitzer Wasser GmbH & Co.KG
- Max-Planck-Gesellschaft zur Förderung der Wissenschaften e.V.
- Messe Berlin GmbH
- Mercedes-Benz Banking Service GmbH
- Mercedes-Benz Vertrieb PKW GmbH
- Mister Spex GmbH
- Ministerium für Wissenschaft, Forschung und Kultur Potsdam
- Mövenpick Hotels & Resorts AG
- mobile.de
- MT.DERM GmbH
- NABU Bundesverband
- Neubrandenburger Stadtwerke
- NH Hoteles Deutschland GmbH
- PSD Bank Berlin-Brandenburg eG
- Quandoo GmbH
- Quentic GmbH
- rbb – Rundfunk Berlin-Brandenburg
- Save the Children Deutschland e.V.
- Stiftung der Deutschen Wirtschaft
- Sony Deutschland GmbH
- Tierschutzverein für Berlin
- TRUMPF Sachsen GmbH
- Vattenfall GmbH
- vdek Verband der Ersatzkassen e.V.
- VDI/VDE Innovation + Technik GmbH
- Verbraucherzentrale Bundesverband e.V.
- Vereinigte Hagelversicherung
- Vivy GmbH
- Wer liefert was? GmbH
- WISAG GmbH & Co.KG
- Wolfsburg AG
- Wwf Deutschland
- Zalando SE
- ZANOX.de AG