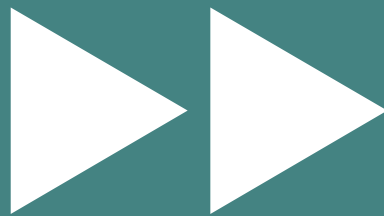


# Management Training



**KLEINBART**  
Learning and Development Solutions

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Management Training



# Change Management



## Description

This course enables participants at different levels in an organisation to understand change and manage it effectively. The course focuses on the skills that managers need to support their teams in implementing change.

## Course Content

- ▶ Understanding change
- ▶ Change in organisations and types of organisational change
- ▶ Importance of effective change management
- ▶ Change versus transition
- ▶ Bridges' model of transition
- ▶ The seven - step transition curve
- ▶ Indicators of reactions to change
- ▶ Supporting teams in accepting change
- ▶ Leading change: Kotter's checklist
- ▶ The role of leadership in managing change

## Duration

1 day for up to 12 participants

## Target Audience

Managers who need to manage change and support their teams in implementing change.

# Communication Skills



## Description

This course aims at helping people strengthen their interpersonal communication skills. During the course, participants learn the dynamics of the communication process as well as tools for assertive and positive communication on an interpersonal level. The course also explores non-verbal behaviours and the impact of culture on communication.

## Course Content

- ▶ The communication process
- ▶ Forms of communication
- ▶ Removing communication barriers
- ▶ Expressing ourselves positively and effectively
- ▶ Active listening
- ▶ The art of asking questions
- ▶ Non-verbal communication
- ▶ Methods for an assertive approach to communication
- ▶ Communication and conflict management
- ▶ The role of culture in communication

## Duration

2 days for up to 12 participants

## Target Audience

Anyone who needs to strengthen his communication skills.

# Delegation as a Management Skill



## Description

This course provides managers with an effective method for delegating, ranging from task and delegate selection to support for successful results. It covers the need and benefits of delegating and its key role in people development and motivation.

## Course Content

- ▶ The importance of delegation in management
- ▶ What makes delegation difficult?
- ▶ Delegation versus empowerment
- ▶ Seven-step method of delegation
- ▶ Delegation as a motivational and development factor
- ▶ Cultural aspects of delegation

## Duration

1 day for up to 12 participants

## Target Audience

Anyone wishing to develop his delegation skills for effective management.

# Influencing & Assertiveness



## Description

This course is designed for people who need to influence others and build positive relationships at work. Participants learn to develop influencing strategies that help build their confidence and credibility in working with different personalities. They also learn and apply assertiveness methods to enhance mutually beneficial communication and gain the support and commitment of others.

## Course Content

- ▶ The meaning of influencing
- ▶ Differences with persuading, manipulating or negotiating
- ▶ Building credibility in an organisation
- ▶ Influencing outcomes with integrity
- ▶ Understanding behavioural styles
- ▶ The barriers to effective influencing
- ▶ Listening and assertiveness
- ▶ Becoming assertive and the three styles of relating to others
- ▶ How rights and beliefs, thoughts and emotions affect us
- ▶ Understanding and applying methods of assertion

## Duration

1 day for up to 12 participants

## Target Audience

Anyone who wishes to improve his influencing skills and develop assertiveness.

# Intercultural Communication



## Description

The objective of this course is to provide participants with a good understanding of the cultural differences that impact our everyday lives in the workplace and how to manage those differences to avoid conflict. The course covers oral and non-verbal communication between various cultures. The specific cultures covered in the course vary in accordance with the situation of the participants.

## Course Content

- ▶ What is culture? How does it influence the workplace?
- ▶ Different types of culture
- ▶ Basic components of cultural differences (Schein): Assumptions, External Adaptation, Internal Integration
- ▶ Understanding cultural differences
- ▶ Criteria for cultural differences (Hofstede)
- ▶ Impact of cultural differences on corporate culture
- ▶ Management and culture
- ▶ Conflict and culture
- ▶ Language and culture: Implicit vs. explicit languages
- ▶ Time management: Monochronic vs. polychronic cultures
- ▶ Hierarchy and controls

## Duration

1 day for up to 12 participants

## Target Audience

Anyone working in a multicultural environment, who wishes to understand and manage the challenges of intercultural communication.

# Leading Teams



## Description

This course is designed for managers who want to develop their leadership skills. Participants explore leadership styles, qualities and skills. The course also addresses effective communication behaviours and influencing skills, team motivation, and coaching. It makes use of numerous exercises and applications.

## Course Content

- ▶ What is leadership?
- ▶ Qualities and skills of a leader
- ▶ Leadership vs. management
- ▶ Leadership styles
- ▶ Leadership and culture
- ▶ Tuckman's stages in team building
- ▶ Team profiles
- ▶ Motivating individuals and teams
- ▶ Managing team performance
- ▶ Giving effective feedback
- ▶ Coaching techniques for leaders
- ▶ Incorporating coaching into leadership style
- ▶ Leading through emotional intelligence
- ▶ Influencing as a leader
- ▶ Conflict resolution

## Duration

2 days for up to 12 participants

## Target Audience

Managers who wish to develop leadership skills in managing teams.

# Negotiating a Win - Win Solution



## Description

Negotiation is not about winning or losing. It is about adopting a win-win approach to achieve mutually beneficial outcomes and improve relationships with our counterparties. This course covers the full process of negotiation from planning and preparation, through to the actual negotiation, closing and follow up. It includes numerous exercises and videotaped role-plays with feedback.

## Course Content

- ▶ Basic concepts of negotiation
- ▶ Win-win negotiating
- ▶ Evaluating a negotiation
- ▶ Planning and preparation: interests vs. positions, planning the bid, trading variables, BATNA (Best Alternative to a Negotiated Agreement)
- ▶ Opening a negotiation
- ▶ Bidding and bargaining
- ▶ Closing and following up
- ▶ Negotiation break downs
- ▶ Communicating effectively during a negotiation

## Duration

2 days for up to 12 participants

## Target Audience

Anyone who wants to become skilled in the negotiation process.

# Performance Management



## Description

The course looks at performance management as an ongoing process based on an annual cycle of setting objectives at the start of the year, providing feedback and updating objectives during the year and conducting year-end appraisals. It includes numerous practical exercises and tools.

## Course Content

- ▶ Defining and building SMART objectives
- ▶ Holding effective reviews with staff
- ▶ Dealing with issues as they arise
- ▶ Methods for giving effective feedback
- ▶ Listening and responding effectively
- ▶ Managing the year-end appraisal process
- ▶ Critical communication elements for effective year-end appraisals
- ▶ Identifying areas for performance development
- ▶ Addressing long-term development for staff and career paths
- ▶ Following-up after an appraisal

## Duration

1 day for up to 12 participants

## Target Audience

Anyone managing the performance of others.

# Personal Transitions and Building Resilience



## Description

Almost everyone experiences personal transitions in their lives. To manage these transitions effectively, we need to develop resilience, which is a skill that can be developed to help people manage personal transitions effectively. The primary objective of this course is to provide participants with the tools they need to become resilient and manage their own personal transitions.

## Course Content

- ▶ Why change is necessary and yet so difficult
- ▶ Bridges' model of transitions
- ▶ The seven-step transition curve
- ▶ Understanding and managing personal transitions
- ▶ Resilience and its importance
- ▶ Building resilience
- ▶ Managing your own personal transitions

## Duration

1 day for up to 12 participants

## Target Audience

Anyone wishing to learn how to manage personal transitions and build resilience.

# Presentation Skills



## Description

A highly interactive and practical course for anyone who wants to deliver clear, concise and effective presentations. The first day covers the skills and techniques required to create and structure effective presentations. The second day focuses on delivery techniques and individual presentations with performance assessment using videotaping.

## Course Content

- ▶ Defining the presentation topic and objectives
- ▶ Creating an effective structure
- ▶ Understanding the audience
- ▶ Developing effective non-verbal communication
- ▶ Using your voice effectively
- ▶ Keeping the audience's attention
- ▶ Handling questions
- ▶ Working with visual aids
- ▶ Managing the logistics of presentations

## Duration

2 days for up to 12 participants

## Target Audience

Anyone who needs to improve their skills for preparing and delivering effective presentations.

# Remote Teams : Building and Managing Remote Teams



## Description

The objective of this course is to provide managers with the practical tools necessary to build and manage remote teams, i.e., teams that operate in locations that are physically separate from the location of their managers. The course analyses the obstacles to effective management that are associated with remote teams and provides participants with the tools to overcome those obstacles.

## Course Content

- ▶ Challenges of remote management
- ▶ Characteristics of effective remote managers
- ▶ Motivating individuals and teams from a distance
- ▶ Creating a remote team
- ▶ Interviewing over the telephone
- ▶ Selecting the right profiles
- ▶ Defining roles and responsibilities
- ▶ Effective long - distance communication
- ▶ Performance management at a distance
- ▶ Matrix management
- ▶ Using technology to create and manage a virtual team

## Duration

1 day for up to 12 participants

## Target Audience

Managers faced with the challenge of managing remote individuals and teams.

# The New Manager



## Description

Managing a team for the first time can be a daunting task. To be effective in this role, new managers need to develop a range of skills that enable them to motivate and lead their teams. Although perfecting these skills can take time and practice, this course provides participants with the basic tools that they will need to lay the foundation for their careers as managers.

The course has a practical orientation and provides participants with basic management tools, such as team building and motivation, delegation, resolving conflict and effective communication.

## Course Content

- ▶ The transition from employee to manager
- ▶ Functions and responsibilities belonging to management
- ▶ Steps in team building and motivation
- ▶ Management and communication
- ▶ Effective delegation
- ▶ Conflict management
- ▶ Setting objectives
- ▶ Giving and receiving feedback

## Duration

2 days for up to 12 participants

## Target Audience

New managers who have not previously had formal training in management.

# Time Management



## Description

This course is designed to help participants focus on achieving their key goals within the time available to them. The course enables people to assess their own approach to time management and to develop a series of skills for prioritising and planning work.

## Course Content

- ▶ Assessing your approach to time management
- ▶ The “time stealers”
- ▶ The importance of effective time management
- ▶ Techniques for setting priorities
- ▶ Differences between “urgent” and “important” tasks
- ▶ Planning and scheduling
- ▶ Effective ways to leverage technology
- ▶ Establishing clear goals and objectives

## Duration

1 day for up to 12 participants

## Target Audience

Anyone wishing to increase his effectiveness at managing time.

# Written Communication in Business



## Description

A course for professionals at all levels who want to improve their skills for writing business English. The course is very practical and based on a three-stage approach to writing: pre-writing, writing and revising. The focus of the course is on writing E-mails, reports and letters that are clear, well-structured and concise.

## Course Content

- ▶ Factors shaping written communication
- ▶ Forms of written communication
- ▶ Use and abuse of E-mail
- ▶ The three stages in writing: Pre-writing, writing, revising
- ▶ Organising and structuring a report
- ▶ Understanding the audience
- ▶ Writing styles that convey meaning
- ▶ Achieving clarity and avoiding ambiguity
- ▶ Writing business letters
- ▶ Choosing the right words
- ▶ Components of effective business writing in English

## Duration

1 day for up to 12 participants

## Target Audience

Anyone wishing to increase his effectiveness in written communication.



Art - Based Training



# Art - Based Workshop - Team Building\*



## Objective

Since most organisations rely heavily on people working together, good teamwork is a prerequisite for success. The primary objective of this workshop is to help participants improve their collaboration in teams. Art is used as the means to bring team members together, encourage them to communicate effectively with each other and build trust between them. Art invites team members to uncover new outlooks and value individual contributions to a concrete team effort. It reinforces their sense of belonging and identification to the team by creating a shared vision. At the end of the workshop, participants take their artwork back to the office for display.

## Contents

- ▶ The meaning of “team”
- ▶ Stages of group development ( Tuckman model )
- ▶ Team reflection and brainstorm : our team today and our team vision
- ▶ Painting project: vision of an ideal team
- ▶ Learning points and findings from the painting project
- ▶ Applying the learning to the workplace : improving team effectiveness
- ▶ Action points

## Duration

1 day for up to 12 participants

## Target Audience

Managers and their teams who want to improve their teamwork.



\* Paintings by Sophie Rein



# Art - Based Workshop - Team Creativity\*



## Objective

Creativity and innovation are critical skills in organisations. Yet they are often underplayed or even ignored. The primary objective of this workshop is to help participants develop their creativity and “think outside of the box” to come up with new ideas and improved ways of doing things. Through the use of art, the workshop promotes creativity, builds on individual talents and qualities and nurtures collaboration. The art project in the workshop invites participants to face a new situation, take initiative and meet a creative challenge together. At the end of the workshop, participants take their artwork back to the office for display.

## Contents

- ▶ Understanding creativity and its importance in business
- ▶ Overcoming barriers to creative thinking
- ▶ Exploring tools and techniques in support of the creativity process
- ▶ Painting project: the values of a creative team
- ▶ Learning points and findings from the painting project
- ▶ Applying the learning to the workplace: developing and maintaining team creativity
- ▶ Action points

## Duration

1 day for up to 12 participants

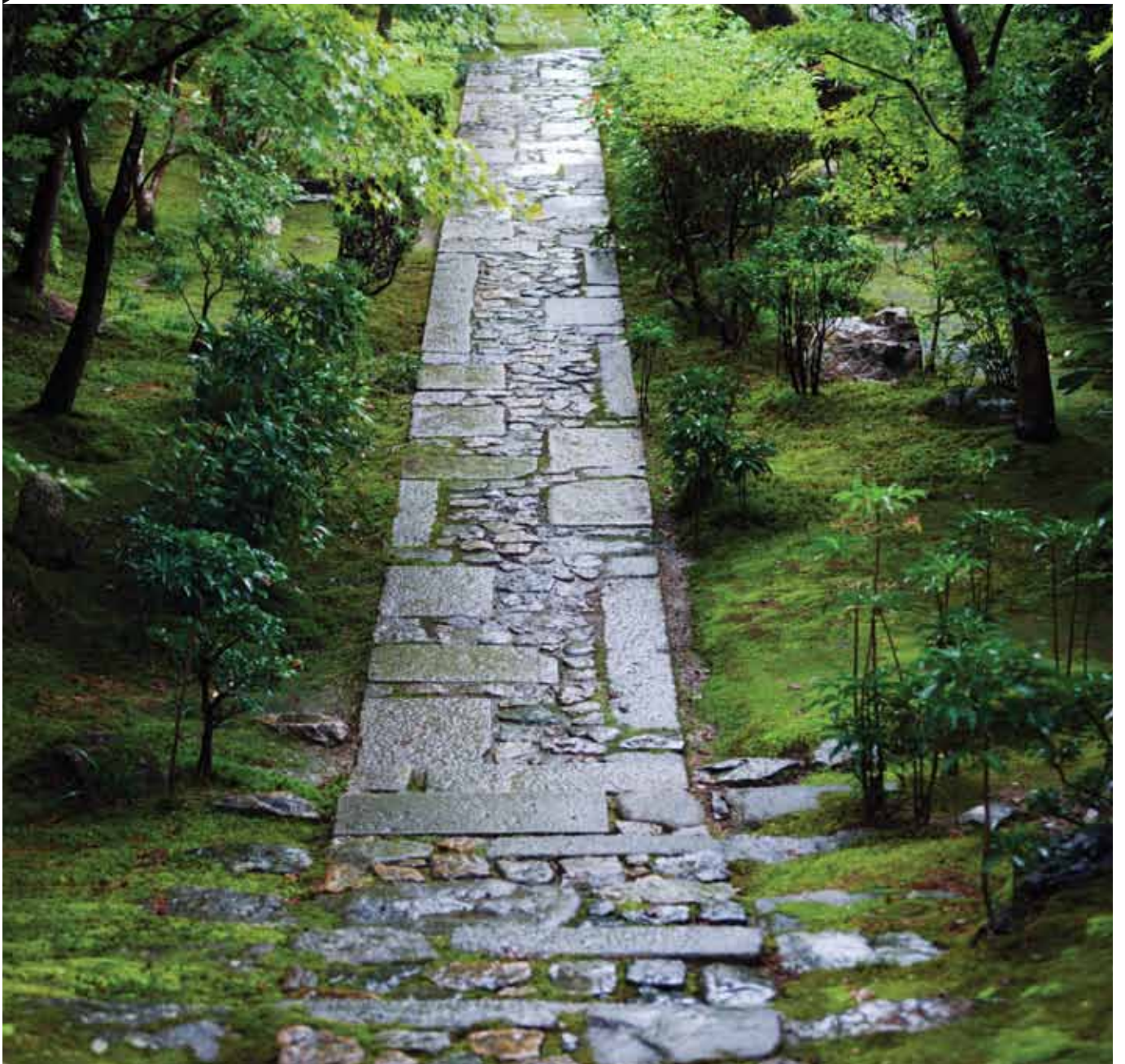
## Target Audience

Managers and team members who need to develop their creativity.





## Human Resources Management



# Leading Restructuring - A People Perspective



## Objective

This course prepares participants of different levels within an organisation to lead effectively an internal restructuring that will have an impact on headcount. The course covers the appropriate methodology, the challenges to anticipate at various stages and the tools with which to address them. Several tools and practical examples from international financial services are presented.

## Contents

- ▶ Preparation
- ▶ Analysing the situation : questions to ask yourself
- ▶ Estimating costs and budget
- ▶ Setting up a project team
- ▶ Providing information to the board of directors
- ▶ Consultations required in Luxembourg: who, what and when?
- ▶ Anticipating consequences on employment terms & conditions
- ▶ Transferring employee contracts
- ▶ Aligning compensation & benefits
- ▶ Assessing employees
- ▶ Dismissal and social plan processes
- ▶ Employee rights under transfer of undertaking
- ▶ Internal mobility
- ▶ Special incentives
- ▶ Communication
- ▶ Tools and techniques for managing change
- ▶ Following up

## Duration

1 day for up to 12 participants

## Target Audience

HR professionals, managers and directors.

# Luxembourg Labour Law for People Managers



## Objective

This course covers the life cycle of the employment relationship from attracting candidates to the end of an employment contract. It looks at the overall picture from European law to a company's internal rules and procedures. Participants cover numerous practical situations and examples. They also explore the “dos and don'ts” of managing people within the legal framework of Luxembourg.

## Contents

- ▶ Recruitment
- ▶ Key principles of recruitment in Luxembourg
- ▶ Mandatory steps
- ▶ Legal status of checks, tests, screening, references, etc.
- ▶ Employment offer, including a possible withdrawal
- ▶ Salaries, social contributions and taxes
- ▶ Overtime, night and week-end work
- ▶ Sickness, holidays, maternity and parental leave
- ▶ Training
- ▶ Temporary staff and student employment
- ▶ Collective agreements: key contents
- ▶ Staff delegation: roles and responsibilities
- ▶ Terminating an employment contract
- ▶ Resignations
- ▶ Dismissals: processes and procedures to follow
- ▶ Social plans
- ▶ Risks linked to “abusive” dismissals

## Duration

1 day for up to 12 participants

## Target Audience

Anyone who manages people in Luxembourg.

# Mergers and Acquisitions - Managing the People Dimension



## Objective

Effectively managing the people dimension of mergers and acquisitions (M&As) is a prerequisite to success. This course provides an overview of the people-related elements and risks involved at each step of a merger or an acquisition and explores how to cover them in an effective way. It also provides guidelines for communicating successfully throughout the project, as well as tools for managing change effectively. The course looks at numerous tools and examples within international financial services.

## Contents

- ▶ About mergers and acquisitions
- ▶ Successes and failures from a people perspective
- ▶ People risks
- ▶ Managing the people dimension
- ▶ Due diligence: organisational design, corporate culture and values, terms and conditions, policies and procedures, setting up the M&A project team
- ▶ Preparing the integration: different types of integration, people integration plan, speed of integration
- ▶ Other preparation: employee transfers, internal mobility, assessment and selection, special incentives, impacted people
- ▶ Communication and change management
- ▶ Tools to support employees through change
- ▶ Dealing with resistance
- ▶ Measuring success

## Duration

2 days for up to 12 participants

## Target Audience

Managers and HR employees preparing or leading a merger or an acquisition.

# Strategic Human Resources



## Objective

This course provides an overview of a strategic human resources function within an organization and offers participants concrete guidelines to build up an HR strategy and HR annual plans. The course also describes the challenges that a strategic human resources function needs to address in today's world to ensure the company's expansion. The course looks at several tools and examples within international financial services.

## Contents

- ▶ History of the function of human resources
- ▶ What is the place for a strategic human resources function?
- ▶ Human resources strategy
- ▶ The business plan
- ▶ Talent management
- ▶ Tools and governance
- ▶ Performance management
- ▶ Competencies management
- ▶ Recruitment policies
- ▶ Reward policies
- ▶ Budget
- ▶ HR transformation
- ▶ Innovation
- ▶ Restructuring
- ▶ International dimension
- ▶ Social responsibility

## Duration

1 day for up to 12 participants

## Target Audience

HR professionals, managers, directors.

# Successful Recruitment ( Luxembourg )



## Objective

This course supports participants in making their recruitment practices more effective. It offers a full review of the recruitment cycle, from the resource management process to the induction programme of new recruits. The course includes examples within international financial services and makes use of numerous role-plays and exercises.

## Contents

- ▶ Managing resources
- ▶ Defining needs: company strategy, key competencies
- ▶ Recruitment from defining needs to the employment offer
- ▶ Employer and employee rights
- ▶ The recruitment interview
- ▶ Key principles
- ▶ Defining competencies
- ▶ Effective questioning
- ▶ Personality tests
- ▶ Background checks
- ▶ Successful integration
- ▶ Setting up an induction plan
- ▶ Measuring the impact of the induction program

## Duration

1 day for up to 12 participants

## Target Audience

HR professionals, managers, directors.

# Talent Management



## Objective

Managing talent effectively is one of the top strategic priorities for CEOs and HR departments. In today's fast changing environment and within the context of an international "war for talent", managing talent within an organisation becomes a key competitive advantage. This course presents a simple methodology to identify, manage and develop high performers and high potential employees. It also covers succession plans and how these help manage key people risks. During the course, participants receive ready-to-use tools and methodology.

## Contents

- ▶ Defining talent management
- ▶ Advantages of proactive management of high potentials
- ▶ Demographical constraints and workforce spread
- ▶ Risks and costs of recruiting senior directors
- ▶ "SO, KNOW, GROW, FLOW" method
- ▶ Succession plan: examples
- ▶ Roles and responsibilities
- ▶ Different roles and levels of responsibility of the people involved

## Duration

1 day for up to 12 participants

## Target Audience

Directors and managers who want to set up or improve their talent management or gain a better understanding of the mechanism for talent management.

