

<p>Boost Your negotiating skill</p> <ul style="list-style-type: none"> ▪ Work out your negotiating style ▪ How to avoid haggling or positional bargaining ▪ Understanding the mutual gains approach ▪ Maintaining a good working relationship when negotiating ▪ Getting ready to negotiate 	<p>Appraising your staff</p> <ul style="list-style-type: none"> ▪ The annual appraisal interview: a tiresome obligation or a constructive opportunity? ▪ The four golden rules for conducting annual appraisal interviews ▪ How to conduct appraisal interviews ▪ How to manage difficult appraisal situations ▪ How to monitor objectives agreed during appraisal interviews
<p>Master the essentials of selling 1</p> <ul style="list-style-type: none"> ▪ Discover the keys to successful selling ▪ Prepare your sales meeting ▪ Successfully manage the first 5 minutes of your sales meeting ▪ Discover your client's needs and motivations ▪ Asking questions 	<p>Manage change 1</p> <ul style="list-style-type: none"> ▪ Getting to know what your change project really involves ▪ Settling a suitable change strategy ▪ Ensuring success by understanding the stakeholders' positions ▪ Organizing the change project ▪ Communicating about the change project
<p>Master the essentials of selling 2</p> <ul style="list-style-type: none"> ▪ Reinforce your listening skills ▪ Convince the client with your arguments ▪ Develop your argumentation ▪ Deal with your client's objections ▪ Conclude the sale 	<p>Manage change 2</p> <ul style="list-style-type: none"> ▪ Motivating your team to support a change ▪ Supporting your team members through change ▪ Steering the change project on a daily basis ▪ Change leadership: some ethical issues ▪ How to use the SMAC method to formulate pertinent objectives that motivate your staff
<p>Sales and public speaking</p> <ul style="list-style-type: none"> ▪ How to get everyone in a large meeting to join in, thanks to the Post-it® method ▪ Three techniques to help you run meetings efficiently ▪ Preparing your public talk ▪ Mastering presentation supports ▪ Capturing and keeping your audience's attention 	<p>Building high-performance team</p> <ul style="list-style-type: none"> ▪ What is a team? ▪ The 4 stages of team development ▪ Laying your team's foundation ▪ Creating a united team ▪ Developing team performance
<p>Customer service Management</p> <ul style="list-style-type: none"> ▪ What is Quality Client Service? ▪ Providing a service that meets the customer's expectations ▪ Managing client dissatisfaction ▪ Management that encourages staff to be client-oriented ▪ Improve your staff's capabilities by tutoring them 	<p>Coaching</p> <ul style="list-style-type: none"> ▪ Psychology in management ▪ How to improve your coaching by understanding people better ▪ Fundamental coaching tools ▪ When should you coach? When should you manage ▪ Developing your team's skills through individual coaching: the GROW approach
<p>Leadership and Vision 1</p> <ul style="list-style-type: none"> ▪ What is leadership? ▪ What is vision? ▪ Visioneering - Creating your vision ▪ Moving from vision to action ▪ Linking the present to the vision 	<p>Delegation</p> <ul style="list-style-type: none"> ▪ What is delegation? ▪ What is the best way to delegate? ▪ Monitoring delegation ▪ What to do when a delegated mission goes wrong ▪ Developing your team's skills through individual coaching: the GROW approach
<p>Leadership and vision 2</p> <ul style="list-style-type: none"> ▪ Knowing the values and motivations of your people ▪ Communicating the vision ▪ Managing beliefs ▪ Treating your staff like your clients ▪ How to use the SMART method to formulate pertinent objectives that motivate your staff 	<p>Successful face-to-face meeting with your staff</p> <ul style="list-style-type: none"> ▪ Carry out a successful professional development meeting ▪ Dealing with a colleague who isn't following the rules ▪ Responding to poor performance ▪ Congratulate a colleague ▪ Remembering better
<p>Transverse Management</p> <ul style="list-style-type: none"> ▪ What is transverse management? ▪ Developing Cooperative Behavior ▪ Asserting your leadership in a non-hierarchical relationship ▪ Preparing a convincing presentation ▪ Networking 	<p>Remote management</p> <ul style="list-style-type: none"> ▪ Recognising cultural difference ▪ The influence of culture upon people ▪ The influence of culture upon organisations and working approach ▪ Building trust across cultures ▪ Remote Communication across cultures

<p>Recruitment</p> <ul style="list-style-type: none"> ▪ Techniques for interviewing new entrants ▪ Simulation of a recruitment interview with a new entrant ▪ How to prepare for a recruitment interview with an experienced executive ▪ Conducting a recruitment interview with an experienced executive ▪ Concluding the recruitment process 	<p>Project management 1</p> <ul style="list-style-type: none"> ▪ Defining a project and everyone's role in it ▪ Using milestones to conduct a project ▪ Splitting up your project ▪ Organizing a project and negotiating for resources ▪ Launching a project, ensuring the conditions for its success
<p>Manage progress and innovation</p> <ul style="list-style-type: none"> ▪ Drawing out ideas ▪ Helping to implement ideas ▪ Acknowledging your colleagues' ideas ▪ Helping develop complex ideas in your company ▪ Leading a brainstorming session 	<p>Project management 2</p> <ul style="list-style-type: none"> ▪ Controlling your project ▪ Closing your project ▪ Managing project risk ▪ Managing human factors in projects ▪ Post-project change management
<p>Developing your staff's skills 1</p> <ul style="list-style-type: none"> ▪ What is competence? ▪ Choosing which skills to develop your team ▪ Taking stock of your team ▪ Developing skills through training ▪ Developing skills by delegating 	<p>Emotional intelligence/communication</p> <ul style="list-style-type: none"> ▪ What is emotional intelligence? ▪ Understanding emotions to master them better ▪ How to control your emotions ▪ Identify your own style of communication ▪ The influence of your "perception filter"
<p>Developing your staff's skills 2</p> <ul style="list-style-type: none"> ▪ Giving training feedback ▪ Developing your team's skills through individual coaching: the GROW approach ▪ Organizing work so that it acts as training ▪ Adapting management to the independence of your staff ▪ Helping your staff to progress by using the correct management style 	<p>Personal communication</p> <ul style="list-style-type: none"> ▪ Getting to know the different styles of communication ▪ Reinforce your listening skills ▪ Develop your empathy ▪ Asking questions ▪ Using rephrasing
<p>Management for the first time</p> <ul style="list-style-type: none"> ▪ A basic grounding in effective people management ▪ Taking stock of your role as a manager ▪ Drawing up the identity card for your unit ▪ Carrying out a diagnosis of your team ▪ The golden rules for being successful in a new managerial role 	<p>Goals and creativity</p> <ul style="list-style-type: none"> ▪ What is a good goal? ▪ Fix your goals clearly to reach them better ▪ Walt Disney and the art of making ideas a reality ▪ Analyzing a complex problem by using an "issue tree" ▪ Boost your thinking power with the help of mind maps
<p>Managing disputes</p> <ul style="list-style-type: none"> ▪ Dealing with crisis ▪ Becoming aware of the games we play in conflicts ▪ What is self-confidence? ▪ Formulating a request, expressing a refusal ▪ How to be assertive in difficult situations 	<p>Effective meetings</p> <ul style="list-style-type: none"> ▪ How to prepare your meetings by using the CPA method ▪ How to keep your meetings under control from the very start ▪ How to run meetings efficiently ▪ Taking effective notes ▪ How to conclude your meetings
<p>Time management</p> <ul style="list-style-type: none"> ▪ Analyze the organization of your work and your priorities ▪ Recognize the factors in time-wasting ▪ Use the tools for planning and remembering ▪ How to deal with everyday interruptions ▪ How to manage trouble-makers 	<p>Manage your stress</p> <ul style="list-style-type: none"> ▪ What is stress? ▪ Analyze and assess your stress ▪ Facing up to the typical stresses of being a manager ▪ Taking up the challenge of change
<p>Succeeding as an occantional trainer</p> <ul style="list-style-type: none"> ▪ Running a training session: how to prepare for it ▪ Building a path for your training session ▪ Using teaching techniques effectively ▪ Successfully running a training course ▪ Adapting teaching principles to the learners' profile 	<p>Mastering the basics of group strategy</p> <ul style="list-style-type: none"> ▪ Company growth: specialisation or diversification? ▪ Managing a strategic portfolio ▪ Expanding a company through external acquisitions ▪ Creating value for shareholders ▪ Value creation and corporate strategy

<p>Marketing 1 - what is...</p> <ul style="list-style-type: none"> ▪ What is marketing? ▪ Researching your market ▪ Consumer behavior ▪ Understanding segmentation ▪ What is the marketing mix? 	<p>Value creation</p> <ul style="list-style-type: none"> ▪ Measuring profitability ▪ Analysing liquidity ▪ Mastering the basics of financial evaluation ▪ Managing with value creation levers ▪ Creating value on a daily basis
<p>Marketing 2 - marketing strategy</p> <ul style="list-style-type: none"> ▪ Choosing the correct market positioning for your product ▪ Audit your marketing program ▪ Determine your marketing strategy ▪ Create your marketing plan ▪ What is a brand? 	<p>Supply chain management</p> <ul style="list-style-type: none"> ▪ What is the supply chain? ▪ The best way to guide flows in the supply chain ▪ The supply chain and client satisfaction ▪ The supply chain and the relationship with suppliers ▪ The supply chain and decisions about industrial structure
<p>Marketing 3 - "marketing mix"</p> <ul style="list-style-type: none"> ▪ Analyzing your products ▪ Choosing your pricing policy ▪ Understanding the key ideas of distribution ▪ Understanding the basics of communication ▪ Understanding the basics of advertising 	<p>Fundamentals of finance 1</p> <ul style="list-style-type: none"> ▪ Introduction to finance ▪ What is a balance sheet? ▪ What is an income statement? ▪ What is a "by-function" income statement? ▪ Intermediate margins
<p>Marketing 4 - launching new product and brand</p> <ul style="list-style-type: none"> ▪ From the idea to concept validation ▪ How to define the marketing mix ▪ Launching in practice ▪ How to build a brand identity ▪ The ideal positioning of a brand 	<p>Fundamentals of finance 2</p> <ul style="list-style-type: none"> ▪ Understanding the cash flow statement ▪ Financial statement analysis ▪ Understanding consolidation ▪ Corporate taxation: the broad framework ▪ How to analyze a "by-function" format income statement
<p>Company strategy 1- the fundamentals</p> <ul style="list-style-type: none"> ▪ What is a company's strategy? ▪ Guidelines for drawing up a strategic project ▪ Mastering SWOT analysis ▪ Analyzing market dynamics ▪ Building your strategy at the business level 	<p>Finance management 1</p> <ul style="list-style-type: none"> ▪ Management Control: managing performance ▪ Transfer prices and responsibility centers ▪ What is a cost? ▪ Cost price: from partial costs to full costs ▪ Cost price: from full costs to the ABC method
<p>Company strategy 2 - cost and differentiation strategy</p> <ul style="list-style-type: none"> ▪ What is a cost strategy? ▪ Conducting a cost strategy successfully ▪ What is differentiation strategy? ▪ Conducting a differentiating strategy successfully ▪ The value chain and competitive advantage 	<p>Finance management 2</p> <ul style="list-style-type: none"> ▪ Understanding the sources of value creation: ROCE and EVA ▪ Understanding the principles of the forecasting process ▪ Constructing and managing a budget ▪ From broad strategy to daily management with the Balanced Scorecard ▪ Preparing your operating report
<p>Company strategy 3 - competition and resources</p> <ul style="list-style-type: none"> ▪ Analyzing your competitive position ▪ Value creation and strategy ▪ Theory of competitive advantage by Michael Porter ▪ The limits of Porter's model ▪ Redefining strategy through the theory of resources 	<p>Financial analysis</p> <ul style="list-style-type: none"> ▪ How to calculate a company's breakeven point ▪ What are breakeven analysis and operating leverage? ▪ What is working capital? ▪ Financial analysis of working capital ▪ How to analyze a cash flow statement
<p>Corporate responsibility and sustainable development</p> <ul style="list-style-type: none"> ▪ Understanding the challenges of corporate responsibility and of sustainable development ▪ Understanding your economic impact and improving your relationship with stakeholders ▪ Managing in a socially responsible way ▪ Acting in an ecologically responsible way ▪ The 3 pillars of corporate finance 	<p>Financial instruments</p> <ul style="list-style-type: none"> ▪ What is a share? ▪ How shares are valued ▪ What is a bond? ▪ What is an option? ▪ What determines the value of an option?