



Management  
Centre Europe®

For Government Institutions  
and International Agencies

Live Online and  
Face-to-Face Programmes  
Summer 2020

MCE is proud to work with and support the development of managers and staff in government institutions, international agencies and international organizations.

For 60 years, MCE has welcomed thousands of participants from the sector in our open training programmes.

In order to support the development of managers in the sector, government institutions, international agencies and international organizations can benefit from special pricing on MCE's open programmes - live online and face-to-face.

To benefit from this special pricing, please use the code **GIIA** when registering and the MCE will follow up with you as soon as possible.

Please note this special pricing cannot be combined with other offers, special deals or corporate club offers and discounts.

For more information or to talk about your development needs, please contact the MCE team at [info@mce.eu](mailto:info@mce.eu) or [www.mce.eu](http://www.mce.eu) or by phone at + 32 2 543 2120

# Special Pricing for Government Institutions and International Agencies

## 20% reduction on all programme fees.

*Simply use the code  
**GIIA** when registering and  
the MCE Team will  
get in contact with you.*



# What are Live Online Programmes?

MCE in partnership with our parent company AMA is now offering **Live Online Training** in the EMEA region. You can access these scheduled live stream training programmes from anywhere. They cover the key business topics of our top Open Training Programmes.

## What are Live Online Training Programmes?

- 3 or 4 scheduled sessions of 3 hours
- delivered to small groups in a virtual classroom with an online video meetings tool
- interactive with breakout rooms and discussions
- facilitator led with live interaction



*Avoid hotel and travel costs and minimize the time away from work.*



**No Travel Needed**

## Key Benefits

- Variety of activities that create a live and dynamic learning experience
- Real-world advice from practitioners in the field
- Online, virtual, convenient, high-quality and consistent learning
- Cost-effective and no travel necessary
- Live, personal feedback from your facilitator and peers

# LIVE ONLINE

VERSUS

# WEBINARS

LIVE ONLINE	WEBINAR
Maximum 20 participants to allow real interaction	100s or 1000s of participants who mostly listen to the webinar
Multiple sessions of 3 hours each to go deeply into the topic.	One session of 60 or 90 minutes that covers a simple topic.
Live interaction between participants and facilitator. Audio and video connections and lots of group work and discussions	Because of 100s of participants, interaction is usually limited to chat, Q&A and polls.
Similar content and impact to a classroom learning experience. The content goes deep with lots of practice and feedback.	Typically covers a simple topic. Does not go deep and limited feedback or interaction. It is more about listening.
Always LIVE with max. 20 participants with lots of interaction, learning, feedback and impact.	Usually prerecorded with online registration and can be downloaded. Very often free and covers a simple topic.
REAL LIVE LEARNING EXPERIENCE	KNOWLEDGE BASED SHORT SEMINAR

### SESSION 1 (3 hours)

#### Welcome to Chaos

- Ask Questions to Determine the Impact of Organizational Challenges on Both Managers and Employees
- Identify the Sources of Chaos That Managers and Employees Can Reduce, Clarify, or Eliminate

#### Problem Solving

- Generate Multiple Creative Ideas Quickly
- Identify the Real/Root Causes of a Problem or Issue
- Organize a Large Number of Ideas into Natural Groupings in Order to Understand a Problem
- Choose a Tool to Address the Chaos from the Case Study

### SESSION 2 (3 hours)

#### Priority Planning and Decision Making

- Analyze Four Aspects of a Situation or of Team Capability as a Way to Determine Priorities
- Identify How to Close the Gap Between the Current Situation/Problem and the Desired Situation/Solution
- Evaluate Risk with the Use of Three Questions
- Use the Priority Matrix to Determine Activities to Support Your Decision

### SESSION 3 (3 hours)

#### Planning Daily Work

- Establish a Daily Plan for Completion of the Most Important Priorities
- Accurately Estimate How Long It Takes to Do Things
- Differentiate Between "Necessary" and Unnecessary" Interruptions

#### Communication Skills for Managing Chaos

- Define Assertive and Strategic Communication
- Respond Assertively and Strategically When Priorities Shift or Conflict
- Develop an "I" Statement to Use When Provoked or When Presented with a Difficult Situation
- Complete a Task Despite Changes, Interruptions, and Chaos

### SESSION 4 (3 hours)

#### Communication Skills for Managing Chaos (cont'd)

- Define Assertive and Strategic Communication
- Respond Assertively and Strategically When Priorities Shift or Conflict
- Develop an "I" Statement to Use When Provoked or When Presented with a Difficult Situation
- Complete a Task Despite Changes, Interruptions, and Chaos

*\*cannot be combined with other offers or existing corporate deals*

## Live Online



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,560\***

for government institutions  
and international agencies

## Practical Details

**Schedule :** 4 SESSIONS of 3 hours each

**Language :** English

**Price :** €1950

**Format :** Online

# Leading Virtual Teams

**Live Online**

## SESSION 1 (3 hours)

### Define Your Role as a Virtual Leader

- Discuss Challenges Unique to Virtual Leaders
- Assess Virtual Leadership Competencies
- Understand Your Personality Style and Its Impact on Others and Your Work as a Virtual Leader

### Build the Virtual Team

- Describe the Experience of Virtual Team Members
- Discover What Team Members Need Most in Order to Be High Functioning and Performing
- Recognize the Unique Differences Between the Stages of Building a Virtual vs. Co-located Team
- Create and Sustain Trust on a Virtual Team
- Assess the Strengths and Weaknesses of the Team Members You Work with in the Virtual Environment

## SESSION 2 (3 hours)

### Lead Virtual Communications

- Select Appropriate Technology for Communication Goals
- Evaluate Team Member Engagement During Audio-Only Virtual Communication
- Recognize How Differences in Perspectives May Lead to Disagreement, Misunderstanding, and Conflict
- Preempt Conflict on Your Team By Learning to Bridge Differences and Creating Team Agreements

## SESSION 3 (3 hours)

### Building Team Member Skills Through Coaching

- Coach Effectively to Build Trust, Relationships, Engagement, and Productivity on Your Team
- Demonstrate the Ability to Apply the Four-Step Coaching Conversation Model in a Work Situation

### Facilitate Virtual Meetings

- Evaluate Your Meetings Against Team Member and Stakeholder Needs
- Generate Solutions to Address Issues Specific to Virtual Team Meetings
- Address Common Challenges While Leading a Virtual Meeting
- View "Meeting Culture" and Practices as the Engine That Drives Engagement, Performance, and Results on a Virtual Team
- Create a Vision to Guide Your Own Daily Actions as a Virtual Leader



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,720\***

for government institutions  
and international agencies

*\*cannot be combined with other offers or existing corporate deals*

## Practical Details

**Schedule :** 3 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €2150 (normal price)  
**Format :** Online

# The Successful Virtual Team Member

## SESSION 1 (3 hours)

### The Virtual Team Member - Challenges, Responsibilities, and Opportunities

- Identify the differences, challenges, and benefits associated with working virtually.
- Describe the different types of virtual workers.
- Recognize the characteristics of high-performing teams.
- Identify the characteristics of an effective team member and how these are different from working onsite.
- Determine how you can contribute to your team's objectives and enhance the team's performance.

## SESSION 2 (3 hours)

### Establish Your Virtual Presence

- Use your voice to create impact and engagement.
- Demonstrate visibility of your work and contributions.
- Identify behaviors that foster trust, credibility, and professionalism.

### Virtual Communications

- Master communication skills in the virtual setting.
- Utilize technology effectively to communicate and collaborate virtually.
- Create a message and influence others.

## SESSION 3 (3 hours)

### Building Relationships

- Build relationships with your team members.
- Build relationships with your leader.
- Contribute to effective virtual team meetings.

### Cross-Cultural Communications

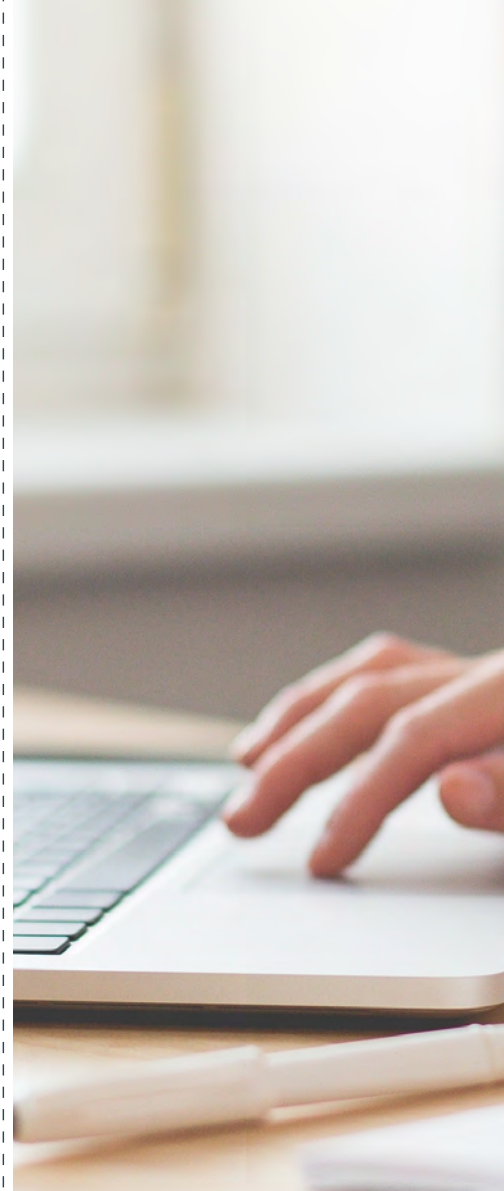
- Recognize your organizations culture.
- Identify differences among generations.
- Recognize differences in others national cultures, values, and expectations.
- Overcome cross-cultural differences.

*\*cannot be combined with other offers or existing corporate deals*

## Practical Details

**Schedule :** 3 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €1795 (normal price)  
**Format :** Online

## Live Online



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,435\***

for government institutions  
and international agencies

# Coaching from a Distance

Developing Your Team When You Can't Be Face to Face

## SESSION 1 (3 hours)

### What It Takes to Coach from a Distance

- Assess Your Strengths and Weaknesses as a Virtual Coach
- Explain the Virtual Coaching Model
- Describe an Effective Blend of Focus on Coaching Tasks, Emotional Intelligence, and Coaching Skills

## SESSION 2 (3 hours)

### Developmental Coaching

- Demonstrate the Ability to Utilize the DiSC® Profile to Plan Developmental Coaching Sessions
- Demonstrate Flexibility in Adapting to Different Styles
- Develop the Ability to Pay Attention to Strengths and Provide Strengths Feedback

### Performance Coaching

- Demonstrate the Ability to Use the DiSC® Model to Determine the Priorities of Direct Reports and Others
- Demonstrate Flexibility in Adapting to Different Styles
- Demonstrate Flexibility in Adapting to Different Styles

## SESSION 3 (3 hours)

### Data Gathering for Coaching Virtually

- Describe Ways to Gather Data for Virtual Coaching
- Create Individualized "Dashboards" to Track the Data
- Use the Positive/Negative (P/N) Ratio as a Source of Data
- Use Probing Questions
- Identify EI Behaviors That Require Coaching

### Applying Virtual Coaching Tools and Techniques

- Use the Virtual Coaching Model to Plan a Virtual Coaching Session
- Assess Your Virtual Coaching Strengths Through Feedback
- Identify Ways to Gather Data for Individuals on Your Team
- Use a Planning Template to Plan the Session

## SESSION 4 (3 hours)

### Techniques to Increase Virtual Team Effectiveness

- Define Virtual Team Stages/Life Cycles and Coaching Needs
- Define Characteristics of Effective Virtual Teams
- Describe Ways to Build Trust at Each Stage of Virtual Team Development
- Understand Team Emotional and Social Intelligence and the Implications for Team Coaching
- Apply Team Coaching Principles to Real Situations/Challenges

*\*cannot be combined with other offers or existing corporate deals*

## Practical Details

**Schedule :** 4 SESSIONS of 3 hours each

**Language :** English

**Price :** €2150 (normal price)

**Format :** Online

**Tel :** +32 2 5432120 **Email:** [info@mce.eu](mailto:info@mce.eu) [www.mce.eu](http://www.mce.eu)

**Live Online**



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,720\***

for government institutions and international agencies

# Management Skills for New Managers

**Live Online**

## SESSION 1 (3 hours)

- Identify the Qualities of Effective Management
- Identify Managers' Roles and Responsibilities
- Describe the Steps of Effective Performance Management
- Use SMART Goals and Feedback for Managing Performance
- Conduct Performance Alignment Discussions

## SESSION 2 (3 hours)

- Define Leadership Effectiveness
- Identify the Three Skills of an SLII® Leader
- Describe Employee Development Levels, and Match the Appropriate Leadership Style

## SESSION 3 (3 hours)

- Identify the Practices That Help to Build a Motivational Climate
- Describe the Process of Communication and the Barriers That Can Derail It
- Identify Communication Methods Available in Today's Work Organizations and When Each Is Most Appropriate

## SESSION 4 (3 hours)

- Structure an Effective Delegation Conversation
- Describe Different Types of Coaching
- Use the Two-Minute Challenge for Coaching Discussions
- Use the AMA GUIDE to Managerial Coaching



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,560\***

for government institutions and international agencies

*\*cannot be combined with other offers or existing corporate deals*

## Practical Details

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €1950 (normal price)  
**Format :** Online

# Successfully Managing People

**Live Online**

## SESSION 1 (3 hours)

### The Experience of Being a Manager

- Recognize How Economic and Social Trends Have Changed the Manager's Role
- Identify the New Language That Reflects This Role
- Define "Successfully Managing People" as Getting People to Do What They Are Supposed to Do
- Discuss and Illustrate Specific Challenges You Face When Motivating Others in Today's Organizations

### Values

- Identify the Source of Values
- Describe How Values Impact Work Life
- Describe How Values Can Have Productive and Unproductive Impact
- Identify the Value Conflicts in Yourself and Others

### Motivation

- Identify What Motivates and Demotivates Employees
- Describe How to Create an Atmosphere That Fosters Motivation, while Accounting for Individual Differences

## SESSION 2 (3 hours)

### Personal Styles—DiSC

- Determine Your Personal Profile (DiSC® Profile)
- Identify the Strengths and Limitations of Your DiSC® Profile
- Use Behavioral Cues to Determine Others' Personal Styles
- Describe How to More Effectively Work with Other Styles

### Delegation

- Identify Different Delegation Styles and How and When to Use Them
- Evaluate Employees & Situations & Determine an Appropriate Delegation Style
- Describe the Importance of Varying Your Delegation Styles

## SESSION 3 (3 hours)

### Listening, Giving Feedback, and Dealing with Difficult People

- Use Techniques of Active Listening to Gain Information and to Recognize the Worth of Employees' Perspectives
- Use Positive and Corrective Feedback Effectively
- Use Values Alignment as Appropriate When Dealing with Difficult Employee

### Conflict

- Identify Your Own Preferred Conflict Resolution Styles
- Describe How to Productively Use Different Conflict Resolution Styles in Different Situations

### Understanding Organizational Culture and Subculture

- Describe the Impact of Organizational Culture and Subculture in Work Life
- Explore the Assumptions That Impact Your Workgroup's Thinking and Actions
- Identify and Build on the Strengths of Your Workgroup's Culture

## SESSION 4 (3 hours)

### Emotional Intelligence

- Tell Why Good Ethics Is Good Business
- Identify Ethical Standards Appropriate to Your Work
- Describe How Ethics Tie into the Process of Adding Stakeholder Value

### Action Planning

- Develop a Specific Plan for Applying Workshop Learning to the Workplace
- Identify People Who Can Support Your Action Plans
- Schedule Progress Reviews



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,720\***

for government institutions and international agencies

*\*cannot be combined with other offers or existing corporate deals*

## Practical Details

**Schedule :** 4 SESSIONS of 3 hours each

**Language :** English

**Price :** €2150 (normal price)

**Format :** Online

# Communicating Up, Down, & Across the Organization

**Live Online**

## **SESSION 1 (3 hours)**

### **Putting the "Best" You Forward**

- Exploring your communication image
- Getting and keeping trust
- Building rapport through identification and mirroring

## **SESSION 2 (3 hours)**

### **Targeting Your Message to the Audience and Situation**

- Exploring your audience focusing on generation, gender, role, needs and working style
- Targeting your message to the mind and heart of your listener
- Choosing the best channel for discussion to fit various situations

## **SESSION 3 (3 hours)**

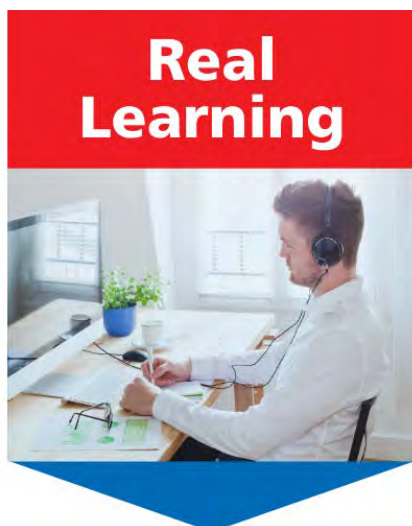
### **Framing the Message**

- Using indirect vs. direct messaging
- Setting a clear purpose or result
- Adapting to the audience and situation
- Building content understanding
- Achieving the desired emotional response
- Identifying influencing strategies

## **SESSION 4 (3 hours)**

### **Motivating and Influencing Throughout the Organization**

- Practicing various motivational, information and influencing presentation formats
- Applying influencing strategies for typical workplace situations



**Real  
Learning**



## **Dates**

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## **Special Price**

**€1,560\***

for government institutions  
and international agencies

## **Practical Details**

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €1950 (normal price)  
**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

# How to Communicate with Diplomacy, Tact & Credibility

## SESSION 1 (3 hours)

### The Importance of Perceptions

- Discuss How Perception and Image Can Impact Others' Perception of You and of Your Job Performance
- Explore How Diplomacy, Tact and Credibility Are Demonstrated Through Good Communication Skills

## SESSION 2 (3 hours)

### Communication Style Differences

- Explain How Style Impacts the Image Others Have of You
- Evaluate the Opportunities and Challenges of Your Style in Working with Others
- Flex Your Style to Communicate with More Diplomacy, Tact and Credibility

### Effective and Powerful Communication

- Identify and Remove Roadblocks to Effective Communication

## SESSION 3 (3 hours)

### Effective and Powerful Communication (cont'd)

- Explain How to Positively Impact the Visual, Verbal, and Vocal Components of Communication
- Describe the Know-Feel-Do Model of Communicating
- Practice Good Communication Skills

## SESSION 4 (3 hours)

### Effective Listening Skills

- Identify the Barriers and Obstacles to Effective Listening
- Apply Good Listening Skills to Build and Improve Your "Image" and Your Ability to Communicate with Diplomacy, Tact, and Credibility

**No Travel  
Needed**



*\*cannot be combined with other offers or existing corporate deals*

## Practical Details

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €2150  
**Format :** Online

## Live Online



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,720**

for government institutions  
and international agencies

# Getting Results Without Authority

**Live Online**

## SESSION 1 (3 hours)

### Personal Power

- Describe the Personal Power Model and How to Use It with Your Personal Power Base
- Identify the Behaviours That Indicate Effective Influencing
- Define Ways to Develop the Platform for Your Personal Power Base

### Building Your Personal Power Base

- Describe How Exchange, Relationships and Partnerships Are the Foundation
- of a Personal Power Base and the Keys to Influence
- Identify Your Exchange Portfolio
- Define the Principle of Reciprocity
- Identify Ways to Build Relationships Upward, Downward, and Laterally Within Your Organization
- Explain the Value of Creating Partnerships

## SESSION 2 (3 hours)

### Building Your Personal Power Base (cont'd)

- Describe How Exchange, Relationships and Partnerships Are the Foundation
- of a Personal Power Base and the Keys to Influence
- Identify Your Exchange Portfolio
- Define the Principle of Reciprocity
- Identify Ways to Build Relationships Upward, Downward, and Laterally Within Your Organization
- Explain the Value of Creating Partnerships

### Personal Preferences

- Describe the Importance of Personal Styles When Influencing Others
- Explain the Major Personal Styles That You Deal with in Organizations
- Identify Your Preferred Style and Those of Others
- Define the Impact of the Negative Attribution Cycle

## SESSION 3 (3 hours)

### Persuasion

- Define and Apply Credibility, Logic, and Emotion in the Persuasion Process
- Evaluate Where Your Audience Is on Both Communication and Personality Issues, and Develop an Approach
- Discuss How Persuasion Is a Learning and Negotiation Process
- Explain How to Follow the Key Learning Steps of Discovery, Preparation, and Dialogue in the Persuasion Process

## SESSION 4 (3 hours)

### When Conflict Comes Between You and Your Desired Results

- Describe the Impact of Conflict on Getting Results
- Discuss the Conflict Management Responses Available
- Define How to Provide Constructive Feedback and Not Add to the Conflict
- Explain How to Select the Appropriate Option for a Situation

### Getting Better Results Through Negotiation/Influencing

- Explain the Key Preparation and Process Steps of Negotiation
- Define and Apply the Principles of "Soft" Negotiation
- Apply Influence, Persuasion, and Negotiation in a Negotiation Activity



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,720\***

for government institutions and international agencies

*\*cannot be combined with other offers or existing corporate deals*

## Practical Details

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €2150 (normal price)  
**Format :** Online

# Responding to Conflict

## Strategies for Improved Communication

**Live Online**



### SESSION 1 (3 hours)

#### Developing Conflict Awareness

- Define Conflict
- Explain the Difference Between Conflict and Disagreement
- Describe the Five Levels of a Conflict
- Describe Barriers to Managing and Resolving Conflict

#### Responding to Conflict

- Identify Your Own Personal Feelings and Actions in Response to Conflict
- Apply the P-U-R-R Model to Demonstrate Understanding and Application
- Apply the Validating Process
- Distinguish Between Listening for Thoughts and Listening for Feelings in a Conversation
- Explain That Meaning Often Comes from the Context of the Relationship Rather Than the Intrinsic Definition of the Words Used

### SESSION 2 (3 hours)

#### Conflict Strategies

- Identify Your Preferred Strategy or Strategies for Responding to Conflict
- Identify the Five Conflict Strategies
- Analyze Examples, and Recommend Appropriate Strategies to Minimize or Manage Conflict

#### The Role of Trust in Minimizing Conflict

- Describe the Four Cs—The Four Cornerstones of Building Trust
- Explain How Trust Is Lost and Regained and How Transparency Validates Trust
- Identify Interests Behind Positions

### SESSION 3 (3 hours)

#### Moving Beyond Conflict

- Describe How Relationship Conflict and Content Conflict Should Be Handled Differently
- Explain the Reason the Word “Why” Should Be Avoided When Managing a Conflict
- Identify Appropriate Solutions for Managing Real-Life Conflict Situations
- Use “I” Messages and the DESC Script to Express Yourself Assertively
- Say “No” Assertively
- Detoxify Emotional Statements, and Devise Alternative Ways to Express the Message

#### Dealing with Difficult Behavior

- Explain the Difference Between Difficult People and Different Behavior
- Describe an Understanding of Handling Passive Behavior
- Describe a Strategy for Handling Passive or Aggressive Behavior

### SESSION 4 (3 hours)

#### Mapping the Conflict

- Map a Conflict Through the Five Steps on the Template
- Explore a Given Conflict from Various “Viewing Points”
- Separate Interests from Positions in a Specific Conflict
- Select a Conflict Strategy Appropriate to a Goal
- Demonstrate the Implementation of a Chosen Conflict Strategy in a Role Play
- Apply a Combination of Skills, Techniques, and Ideas Presented Throughout This Seminar to Participant-Generated Conflicts (Called Thunderstorms)
- Demonstrate the Application of Appropriate Conflict Strategies to Address These Thunderstorms

*\*cannot be combined with other offers or existing corporate deals*

## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,720\***

for government institutions  
and international agencies

# Practical Details

**Schedule :** 4 SESSIONS of 3 hours each

**Language :** English

**Price :** €2150 (normal price)

**Format :** Online

# Expanding Your Influence:

## Understanding the Psychology of Persuasion

**Live Online**

### SESSION 1 (3 hours)

#### Overview of Influence and Persuasion

- Define Persuasion and Influence
- Describe the Foundation Principles of Persuasion
- Explain the Laws of Persuasion
- Identify the Major Categories of the Laws of Persuasion (i.e., The Influence Model)

#### Appealing to Human Nature and Fulfilling Emotional Needs

- Describe the Subconscious Triggers That Influence a Person's Decision Making
- Process, Behaviors, and Reactions
- Explain the Laws of Persuasion as They Pertain to Appealing to Human Nature and Fulfilling Emotional Needs
- Select and Apply the Appropriate Law(s) of Persuasion in Any Given Situation
- Recognize the Implications of Unethical Approaches to Using These Laws

#### Shaping Persuasions

- Recognize the Impact of First Impressions on Other People and of Positive Versus Negative Verbal and Nonverbal Communication
- Explain the Laws of Persuasion That Shape People's Perceptions
- Select and Apply the Appropriate Law(s) of Persuasion to Any Given Situation
- Recognize the Implications of Unethical Approaches to Using These Laws
- Apply the Laws of Persuasion Back on the Job

### SESSION 2 (3 hours)

#### Involving to Persuade

- Explain the Law of Involvement and How It Affects Your Ability to Persuade Others
- Apply This Law of Persuasion to Your Job

#### Creating Discomfort

- Explain How the Laws That Create Discomfort Affect Your Ability to Persuade Others
- Apply the Appropriate Law(s) of Persuasion to a Given Situation
- Describe Connections Between Those Laws That Create Discomfort and Those That Shape Perceptions
- Recognize the Implications of Unethical Approaches to Using These Laws
- Apply the Laws That Create Discomfort Back on the Job

### SESSION 3 (3 hours)

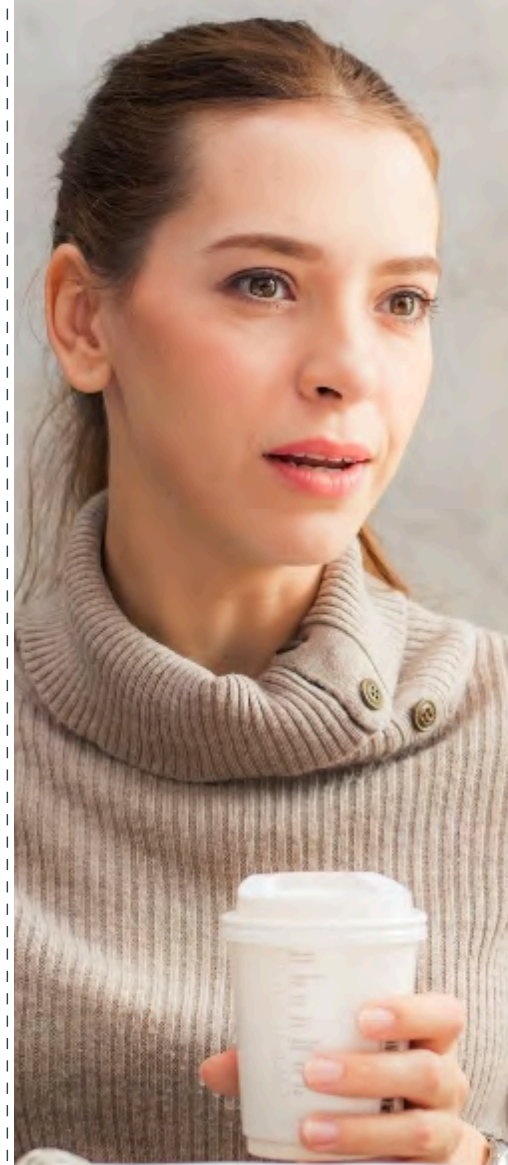
#### Balancing Emotions and Logic

- Explain the Law of Balance and How It Affects Your Ability to Persuade Others
- Apply the Law of Balance Back on the Job

#### Putting It All Together—Using the Pre-Persuasion Checklist

- Use the Pre-Persuasion Checklist to Effectively
- Determine the Appropriate Law(s) of Persuasion for a Given Business Situation
- Apply the Laws of Persuasion Back on the Job

*\*cannot be combined with other offers or existing corporate deals*



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,720\***

for government institutions  
and international agencies

## Practical Details

**Schedule :** 3 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €2150 (normal price)  
**Format :** Online

# Time Management

## SESSION 1 (3 hours)

### Time Management Is Self-Management and Planning

- Shift Your Focus from Managing Time to Managing Self
- Identify Typical Time Wasters
- Identify Personal Strengths and Development Opportunities to Control Time
- Define Goals Based on Your Role

## SESSION 2 (3 hours)

### Setting Priorities and Putting Them into Action

- Establish Important and Valid Priorities
- Create a Realistic and Productive Schedule
- Use a Robust Planning Process to Analyze and Review Plans

## SESSION 3 (3 hours)

### Increasing Productivity While Controlling Interruptions

- Create Productive and Efficient Routines to Support Core Goals
- Identify Ways to Deal with Distractions and Interruptions
- Overcome Procrastination
- Identify Ways to Organize Your Environment

## SESSION 4 (3 hours)

### Managing Technology While Creating Boundaries

- Develop Strategies to Use Technology More Efficiently and Productively
- Select the Right Form of Communication for Your Message
- Identify Ways to Manage Email
- Prioritize and Choose Activities to Balance Work and Life
- Create Your Own "No" Script

**No Travel  
Needed**



**Live Online**



**Dates**

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

**Special Price**

**€1,435\***

for government institutions  
and international agencies

*\*cannot be combined with other offers or existing corporate deals*

**Practical  
Details**

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €1795 (normal price)  
**Format :** Online

# Preparing for Leadership

## What It Takes to Take the Lead

**Live Online**

### SESSION 1 (3 hours)

#### Is There a Leader in You?

- Describe the Qualities Senior Management Looks for in Candidates for Leadership Positions
- Explain What Followers Expect from Leaders
- Identify Your Major Strengths and Areas for Improvement as a Leader
- Describe the Importance of Trust and Its Effects on Followers

### SESSION 2 (3 hours)

#### Your Leadership Style

- Identify the Four Leadership Styles
- Assess Your Leadership Style
- Develop the Most Effective Leadership Style for Your Position

#### What Do Leaders Talk About?

- Identify and Use Effective Communication Patterns
- Identify the Types of Subjects Leaders Discuss
- Create a Vision, Set Direction, and Give Instructions That Are Understood and Followed
- Explain the Benefits of Vision, Mission, and Values Statements That Are Thoroughly Implemented
- Project the Image and Speak the Language of a Leader

#### What Is Your Leadership Image?

- Project the Image of a Leader

### SESSION 3 (3 hours)

#### How Can You Build Your Influence and Power?

- Describe Ways That Leaders Can Build Their Power and Influence
- Expand Your Power Network By Developing Key Relationships
- Understand Precautions to Take in Exercising Power and Influence

#### How Should You Handle Organizational Politics?

- Differentiate Between Good Politics and Bad Politics
- Explain Why Leaders Must Understand and Participate in Organizational Politics
- Describe How Leaders Develop and Advance Their Leadership Agenda
- Explain Strategies for Getting Others to Support Your Agenda
- Cope with and Survive the Agendas of Adversaries

#### How Can You Motivate People?

- Explain the Things That Really Motivate People
- List the Factors That Make People Act the Way They Do
- Explain How to Handle Former Peers Who Resist Your Authority
- Describe How to Handle Difficult People



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,720\***

for government institutions  
and international agencies

## Practical Details

**Schedule :** 3 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €2150 (normal price)  
**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

# Developing Executive Leadership

**Live Online**

## SESSION 1 (3 hours)

### Leadership Challenges

- Recognize Your Leadership Challenges
- Consider the Various Definitions of Leadership
- Articulate the Four Competencies of Effective Leaders
- Describe the Difference Between Leading and Managing
- Explain the Power of Vision in Organizations

### Leading with the Head: Strategic Leadership, Prioritization, and Goal Setting

- Define the Elements of Strategic Leadership and a Strategic Plan
- Focus Your Vision in a Way That Is Meaningful to You
- Know the Essence of Goal Setting and Ways to Set Goals That Will Be Accomplished
- Understand the Importance of Prioritization

## SESSION 2 (3 hours)

### Leading with the Hands

- Define Leadership as the Art of Influencing Others
- Identify the Three Skills of a Situational Leader
- Improve Team Performance Through Coaching

## SESSION 3 (3 hours)

### Leading with the Feet

- Recognize the Factors That Impact Trust in Organizations
- Tie the Four Cornerstones of Trust to the Four Competencies of Effective Leadership
- Explain the Nature of Two-Way Trust and How to Build It
- Anticipate Value Differences at Work
- Know how to Approach Ethical Dilemmas in a Logical, Rational Manner

## SESSION 4 (3 hours)

### Leading with the Heart

- Identify the Three Main Things That Motivate Employees
- Foster a Greater Sense of Pride and Enjoyment Among Your Employees
- Differentiate Among the Different Types of Organizational Culture
- Listen and Communicate with Others More Effectively
- Focus on the Future in More Positive Terms
- Understand the Elements of Emotional Intelligence
- Know Where Your Emotional Intelligence Strengths and Development Needs Lie

### Action Planning

- Build an Action Plan to Help Apply and Integrate the Concepts from This Course into Your Daily Work Life



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,910\***

for government institutions and international agencies

## Practical Details

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €2395 (normal price)  
**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

# Leading with Emotional Intelligence

**Live Online**

## **SESSION 1 (3 hours)**

### **Integrating Emotional Intelligence and Leadership Competencies**

- Recognize the Impact Your Emotionally Intelligent Interpersonal Communication Skill Has on Your Colleagues
- Apply Emotionally Intelligent Speaking and Listening Skills to Leading

## **SESSION 2 (3 hours)**

### **Achieving Emotionally Intelligent Influence and Inspiration**

- Assess Your Personal Credibility Quotient to Authentically Influence Others
- Apply Empathy as a Powerful Influencing Strategy When Coaching
- Analyze Resistance Through the Lens of Emotional Intelligence to Identify Alternative Influencing Approaches
- Categorize Your Present Strengths and Liabilities When Seeking to Inspire Others
- Apply Skills to Inspire Using Emotionally Intelligent Leadership Stories

### **Encouraging Emotionally Intelligent Collaboration Practices**

- Share Effective Approaches for EI Collaboration
- Allow Opportunities to Practice Effective Inquiry Techniques

## **SESSION 3 (3 hours)**

### **Managing Change with Emotional Intelligence**

- Recognize How Emotions Affect Attitudes Toward Change
- Identify Communication Skills to Help Colleagues Move Beyond Their Resistance to Change

### **Attaining Healthy Conflict with Emotional Intelligence**

- Recognize the Central Role of Relationship Development and Maintenance in Achieving Healthy Conflict
- Apply Strategies for Cultural and Communication Awareness When Leading and Managing Healthy Conflict
- Identify Emotionally Intelligent Leadership Communication Strategies to Create and Maintain Healthy Conflict

## **SESSION 4 (3 hours)**

### **Leading Emotionally Intelligent Teams**

- Analyze Team Social and Emotional Intelligence
- Assess Stress Levels Within the Team
- Utilize Mindfulness Practices When Whole Teams or Single Team Members Encounter Stress

### **Demonstrating Your Emotional Intelligence**

- Synthesize Emotionally Intelligent Competencies to Address Complex Leadership Challenges and Opportunities
- Allow Opportunities to Practice Effective Inquiry Techniques



## **Dates**

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## **Special Price**

**€1,960\***

for government institutions and international agencies

## **Practical Details**

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €2450 (normal price)  
**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

# The Voice of Leadership

How Leaders Inspire, Influence and Achieve Results

**Live Online**

## SESSION 1 (3 hours)

### The Voice of Effective Leadership

- Define Leadership
- Describe the Voice of Leadership
- Apply Five Principles of Effective Leadership Communication

### Finding Your Leadership Voice

- Identify the Two Components of a Leader's Voice
- Describe Your Dominant Leadership Style
- Apply Each of the Four Leadership Styles Adaptively

## SESSION 2 (3 hours)

### Crafting Messages That Inspire Action and Results

- Gather and Organize Ideas Using Mind Mapping
- Pinpoint the Desired Results of Your Message
- Tailor Your Message to the Audience So It Resonates

### Delivering Powerful and Understandable Communications

- Identify Strategies to Gain and Hold Attention
- Identify Strategies to Ensure Understanding

## SESSION 3 (3 hours)

### Setting Strategic Direction

- Differentiate Between the Strategic and Operational Direction
- Communicate the Strategic Direction (Mission, Vision, Values for Your Work Unit) in an Inspiring Way

### Influencing and Inspiring Others to Action

- Identify the Nine Strategies for Influencing Others
- Select Effective Influence Strategies for a Situation
- Describe Ways to Boost Motivation in Others

## SESSION 4 (3 hours)

### Delegating and Coaching for Improved Performance

- Explain How to Delegate in Ways That Prompt Others to Take Responsibility
- Describe Techniques for Coaching Poor Performance



**Dates**

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

**Special Price**

**€1,960\***

for government institutions  
and international agencies

**Practical  
Details**

**Schedule :** 4 SESSIONS of 3 hours each

**Language :** English

**Price :** €2450 (normal price)

**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

# Women's Leadership Certificate Programme

**Live Online**

## SESSION 1 (3 hours)

### Leading with Courage and Conviction

- Define leadership and how it differs from management.
- Recognize that you create a competitive edge in your organization
- Use courage and conviction to speak up, advocate for your team, and create value for your organization
- Identify the four domains of successful leadership

### Our Leadership Voice

- Describe the components of a compelling leadership voice
- Discover your authentic voice as a leader and how to communicate it with conviction
- Demonstrate when and how to adjust your voice to effectively inspire results
- Overcome biases to your leadership voice
- Understand the importance of role modeling and creating a feedback culture

## SESSION 2 (3 hours)

### How to Craft a Compelling Message

- Apply a simple methodology to craft ideas quickly and powerfully
- Communicate your desired results outcomes to different audiences
- Explain your ideas courageously while being clear and concise
- Describe a compelling business case that stands out to various stakeholders

### Communicating the Strategic Direction

- Define strategy from an organizational view
- Define strategic direction and its importance to daily work
- Identify the five key questions leaders ask regularly
- Explain how to inspire innovation

## SESSION 3 (3 hours)

### Communicating the Strategic Direction (Continued)

- Communicate a strategic direction with passion, courage, and conviction
- Determine future needs using SWOT for risk analysis

### Demonstrating Value as a Leader

- Identify your strategic network and how to improve it
- Describe organizational politics
- Describe the four keys to successfully navigate organizational politics for your career and your teams
- Align your team to the bottom line and know how they create value

## SESSION 4 (3 hours)

### The Leader as Negotiator

- Determine what you can negotiate
- Assess your dominant negotiation style and how it aligns with your leadership voice
- Discern when another negotiation style is necessary and have the conviction to use it
- Understand the four elements for successful negotiation

### Putting It All Together: Creating value as a Leader in your organization

- Apply all the skills, tools, and strategies covered in the program



**Dates**

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

**Special Price**

**€1,720\***

for government institutions and international agencies

**Practical Details**

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €2150 (normal price)  
**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

# Assertiveness Training for Women in Business

**Live Online**



## SESSION 1 (3 hours)

### Assertiveness Overview

- Define Assertiveness
- Distinguish Among Passive, Assertive, and Aggressive Verbal and Nonverbal Behaviors
- Identify Personal Work Situations and Obstacles That Challenge Assertive Behavior
- Discuss How Socialization Affects Your Behavior in the Business Environment

### Assessing Yourself

- Assess and Identify Strengths and Weaknesses of Your Assertiveness Style
- Learn to See the Relationship Between Your Values and Your Behavior
- Analyze How to Handle Compliments More Comfortably
- Describe the Assertive Components of Becoming "Comfortable in Your Own Skin"

## SESSION 2 (3 hours)

### Assertive Techniques and Practices

- Demonstrate a Five-Step Model to Express Assertive Language
- Describe Six Special Assertive Techniques Broken Record, Fogging, Negative Assertion, Negative Inquiry, Free Information and Self-Disclosure
- Say "No" and Survive
- Respond to Common Put-Down Statements

## SESSION 3 (3 hours)

### Key Communication Skills Necessary for Assertiveness

- Identify the Three Components of Communication and Factors That Influence Their Impact
- Differentiate the Verbal and Nonverbal Communication Styles of Men and Women
- Listen Assertively, Handle Feedback and Criticism Effectively

## SESSION 4 (3 hours)

### Overcoming Obstacles to Achieve the Desired Personal and Professional Balance

- Pinpoint Personal Internal Obstacles to Assertiveness, and Develop Strategies to Overcome Them
- Name at Least Five Techniques to Deal with Anger
- Identify Techniques for Preventing and Coping with Stress
- Apply a Four-Step Model to Improve Your Personal Level of Work and Life Balance
- Discuss the Nature and Value of Women's Support Networks and Resources
- Develop an Assertive Approach to Two Current Challenging Situations
- Establish an Action Plan for Achieving Your Goals

*\*cannot be combined with other offers or existing corporate deals*

## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,720\***

for government institutions and international agencies

# Practical Details

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €2150 (normal price)  
**Format :** Online

# Essentials of Project Management for the non-project manager

**Live Online**

## **SESSION 1 (3 hours)**

### **Getting Your Hands Around Project Management**

- Distinguish Between Projects and Operations
- Recognize the Factors That Contribute to Project Success or Failure
- Identify the Framework for Project Management

### **Getting It Off the Ground**

- Recognize Why and How a Project Is Important
- Explain the Elements of a Charter and a Charter's Relevance to Initiating a Project
- Identify Stakeholders, and Explain Their Roles on a Project

## **SESSION 2 (3 hours)**

### **Planning the Work**

- Apply Techniques to Define the Work to Be Done
- Identify and Apply Techniques to Estimate Needed Resources, Cost, and Hours for the Project
- Apply Techniques to Schedule a Project
- Identify Roles and Responsibilities for the Project
- Plan for Potential Risks to the Project

## **SESSION 3 (3 hours)**

### **Planning the Work (cont'd)**

- Identify Roles and Responsibilities for the Project
- Plan for Potential Risks to the Project

### **Working the Plan**

- Build an Effective Status Report
- Identify the Types and Purposes of Meetings

## **SESSION 4 (3 hours)**

### **Working the Plan (cont'd)**

- Identify Action Items and Issues
- Recognize the Importance of Managing Change

### **Putting It to Bed**

- Contribute to a Lessons Learned Database
- Identify Project Records and Files That Must Be Archived for Historical Purposes
- Describe a Project Closure Checklist
- Compare Closing Out Successful vs. Unsuccessful or Canceled Projects



## **Dates**

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## **Special Price**

**€1,560\***

for government institutions  
and international agencies

## **Practical Details**

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €1950 (normal price)  
**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

# Improving Your Project Management Skills: The Basics for Success

**Live Online**

## SESSION 1 (3 hours)

### The Project Management Framework

- Define the Basic Project Management Framework
- Describe Key Project Management Terminology
- Explain the Triple Constraints (Project Triangle)
- Differentiate Between Operations and Projects
- Describe Project Management in a Business Context

### Initiate the Project

- Discuss How Projects Are Initiated
- Describe the Difference Between Project Requirements and Product Requirements
- Discuss the Purpose and Content of a Project Charter
- Discuss the Purpose and Content of a Product Requirements Document
- Use the SMART Model When Writing Documents

## SESSION 2 (3 hours)

### Initiate the Project (cont'd)

- Discuss How Projects Are Initiated
- Describe the Difference Between Project Requirements and Product Requirements
- Discuss the Purpose and Content of a Project Charter
- Discuss the Purpose and Content of a Product Requirements Document
- Use the SMART Model When Writing Documents

### Identify the Work

- Discuss the Purpose of a Kickoff Meeting
- Develop a Work Breakdown Structure (WBS)

### Estimate the Work

- Discuss Guidelines for Making Better Estimates
- Demonstrate the Use of Three-Point Estimates

## SESSION 3 (3 hours)

### Schedule the Work

- Describe Task Dependencies
- Identify the Sequence of Tasks
- Develop a Project Schedule

### Create the Budget

- Determine the Personnel Costs for a Project
- Determine the Out-of-Pocket Expense Costs for a Project
- Differentiate Between Bottom-Up and Top-Down Cost Planning, and State Which Is More Appropriate for Different Situations

## SESSION 4 (3 hours)

### Complete the Plan

- Create the Project Communications Plan
- Describe the Project Risk Management Process
- Describe the Purpose of the Project Procurement Plan
- Discuss the Purpose of Reserves

### Execute the Plan

- Create a Project Status Report
- Describe the Key Elements Required to Determine Project Health
- Describe How to Run an Effective Project Status Meeting
- Describe the Change Management Process

### Close the Project

- Identify the Elements in the Project Closure Procedure
- Describe Administrative and Contractual Closure
- Describe How Projects Are Terminated
- Explain the Importance of a Repository and Lessons Learned



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,720\***

for government institutions  
and international agencies

## Practical Details

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €2150 (normal price)  
**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

**Live Online**

## SESSION 1 (3 hours)

### Critical Thinking in Business

- Define Critical Thinking
- Describe Characteristics of Effective Critical Thinkers
- Relate the Role of Critical Thinking in Meeting Business Challenges

### The RED Model of Critical Thinking

- Identify the Skill Areas of the Critical Thinking Process
- Recognize and Use Skills That Support the Critical Thinking Process

## SESSION 2 (3 hours)

### Appraising Your Critical Thinking Skills

- Recognize the Value of Gaining Insight into Your Critical Thinking Skills
- Review Feedback on Your "My Thinking Styles™" Assessment
- Understand the Connection Between Your Individual Thinking Style and the RED Approach to Critical Thinking

### Applying Critical Thinking Skills and Tools

- Practice Using Critical Thinking Skills and Techniques in a Real Business Situation
- Identify Personal Situations Where Critical Thinking Can Be Used
- Select Tools for Using Critical Thinking Skills

## SESSION 3 (3 hours)

### Applying Critical Thinking Skills and Tools (continued)

- Practice Using Critical Thinking Skills and Techniques in a Real Business Situation
- Identify Personal Situations Where Critical Thinking Can Be Used
- Select Tools for Using Critical Thinking Skills

## SESSION 4 (3 hours)

### Developing Organizational Awareness and Managing Relationships

- Understand the Attributes Associated with Organizational Awareness and Managing Relationships
- Anticipate Interpersonal Strategies You Will Need to Implement Critical Thinking at Work

### Implementing Your New Knowledge and Skills

- Anticipate Pitfalls You May Encounter as a Critical Thinker
- Create an Action Plan for Development of Critical Thinking Skills



**Dates**

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

**Special Price**

**€1,835\***

for government institutions  
and international agencies

**Practical  
Details**

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €2295 (normal price)  
**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

# Developing Your Analytical Skills

## How to Research and Present Information

**Live Online**

### LESSON 1 (3 hours)

#### Analytical Skills for the Business Professional

- Identify Core Analytical Skills Commonly Used By Business Professionals
- Describe Some of the Challenges Business Professionals Face in Collecting, Evaluating, and Presenting Information and Recommendations
- Identify the Basic Steps of the PAC Model Analysis Process

### LESSON 2 (3 hours)

#### The Planning Phase

- Identify the Purpose of the Analysis
- Use a Tool for Clarifying Questions
- Decide on an Approach for an Analysis
- Discuss the Importance of Considering the Needs of Your Requester and Audience When Developing the Plan
- Create a Data Collection Plan

### LESSON 3 (3 hours)

#### The Analyze Phase

- Use and Outline to Organize Data for Analysis
- Aggregate Unstructured Data into Segments
- Organize Data via Graphic Tools
- Assess the Potential Risk Associated with an Analysis
- Explain the Significance of a Cost-Benefit Analysis
- Develop a Decision Matrix
- Use an Outline to Evaluate Data and Deal with Information Gaps

### LESSON 4 (3 hours)

#### The Conclude Phase

- Describe How to Develop Valid Conclusions
- Explain How to Get from Conclusions to Recommendations
- Develop Recommendations That Can Be Used in a Presentation

#### Telling Your Story

- Discuss Tools, Tips, and Techniques for Presenting Your Findings/Telling Your Story to Multiple Audiences
- Deliver a Brief Presentation Highlighting Your Conclusions and Recommendations



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,560\***

for government institutions  
and international agencies

## Practical Details

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €1950 (normal price)  
**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

# Fundamentals of Finance and Accounting for Non-Financial Managers

**Live Online**

## SESSION 1 (3 hours)

### Learning the Basic Accounting Concepts

- State the Accounting Equation and Describe the Relationship Among Its Components
- Explain the Generally Accepted Accounting Principles (GAAP)
- Describe Accrual-Basis Accounting
- Differentiate Between Accounting Profit and Cash Flow

### Understanding Financial Statements

- Describe the Purpose of and Terminology Associated with the Following Financial Statements: Income Statement or Profit and Loss Statement (P&L), Balance Sheet, Statement of Retained Earnings, and Cash Flow Statement
- Prepare a Simple Set of Financial Statements
- Explain the Accounting Process from the Recording of Business Transactions to the Preparation of Financial Statements
- Describe How Various Business Transactions Affect the Financial Statements

## SESSION 2 (3 hours)

### Reviewing and Evaluating an Annual Report

- Describe the Key Components of an Annual Report
- Explain the Importance of Notes in Evaluating Financial Statements
- Describe an External Auditor's Role
- Explain the Significance of the Opinion Letter

### Calculating Financial Ratios

- Calculate the Key Financial Ratios Using the Financial Statements
- Use Financial Ratios to Evaluate an Organization's Leverage and Profitability, Competitive Performance and Performance Compared with Budgeted Goals
- Use the DuPont Formula to Evaluate Management Performance
- Use the Concept of Economic Value Added (EVA®) and Cash Flow Return on Investment (CFROI) to Determine if a Segment of an Organization Is Adding Value to the Business

## SESSION 3 (3 hours)

### Cost Analysis and Profit Planning

- Differentiate Between Fixed and Variable Costs
- Help Your Organization Improve Profitability Through the Use of Break-even Analysis, Contribution Margin Analysis, and Direct Costing in Appropriate Situations
- Describe Traditional Cost Accounting and Its Limitations
- Explain the Relevance of Activity-Based Costing in Today's Business Environment

## SESSION 4 (3 hours)

### Capital Expenditure Analysis

- Distinguish Between Capital Expenditure Budgets and Operating Budgets
- Describe the Function of the Capital Budget
- Explain the Time Value of Money
- Recognize and Apply Different Methods of Evaluating Capital Expenditures and Monitoring Project Performance

### Budgeting More Effectively

- Describe the Role of Budgeting and Issues Budgets Solve
- Identify the Budgeting Process
- Identify Different Types of Budgeting Systems in Use Today
- Analyze Budgets for Different Purposes
- Recognize and Apply Different Methods of Evaluating and Monitoring Operating Performance



**Dates**

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

**Special Price**

**€1,180\***

for government institutions and international agencies

**Practical  
Details**

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €1475 (normal price)  
**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

# Fundamentals of Marketing

## Your Action Plan for Success

**Live Online**

### SESSION 1 (3 hours)

#### Marketing Overview

- Define Marketing
- Identify the Role of Marketing
- Contrast Strategic Business Plans with Annual Marketing Plans

#### Market Analysis

- Describe Approaches to Gathering Marketing Information
- Identify Macro-Environmental Trends That Impact a Business
- Define Key Differences Between B2B and B2C Markets
- Conduct a Competitive Analysis
- Develop a SWOT Analysis

### SESSION 2 (3 hours)

#### Segmentation, Targeting, and Positioning

- Write SMART Marketing Goals
- Compare Mass Marketing to Segmentation Marketing
- Analyze Customer Segments in Order to Select Target Audiences
- Write a Positioning Statement

### SESSION 3 (3 hours)

#### Marketing Mix

- Explain How the Four Ps Align with One Another
- Describe How a Product Itself Can Impact Marketing Efforts
- Explain Various Pricing Objectives and Strategies
- Discuss How Channels of Distribution Impact Marketing Decisions
- Define Objectives and Strategies for Core Modes of Communication

### SESSION 4 (3 hours)

#### Creating Customer Value

- Describe How to Create Customer Value, Satisfaction, and Loyalty
- Define Net Promoter Score as a Measure of Customer Loyalty
- Identify Ways Organizations Cultivate Customer Relationships
- Create an Approach to Developing Marketing Action Plans and Budgets



**Dates**

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

**Special Price**

**€1,435\***

for government institutions  
and international agencies

**Practical  
Details**

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €1795 (normal price)  
**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

## Success Strategies for Facilitating Live Online Training

### SESSION 1 (3 hours)

#### The Challenges and Opportunities of Online Learning

- Identify the characteristics of successful and unsuccessful live online courses.
- Describe the differences between face-to-face training and live online training.
- Distinguish vocal techniques to engage your training participants.

#### Designing for Learner Engagement

- Clarify the performance gaps the training is expected to fill and the purpose of the training.
- Translate performance gaps into course objectives.
- Connect training evaluation to course objectives and participant evaluation methods.
- Assess the options and restrictions of technology.
- Match the technology to performance objectives.
- Identify key roles designer, developer, facilitator, producer and how they work together.
- Highlight best practices for designing live online learning

### SESSION 2 (3 hours)

#### Developing for Learner Engagement

- Connect training evaluation to course objectives and participant evaluation methods.
- Apply brain-based learning techniques to develop learning materials.
- Evaluate engagement tools (polls, chats, online, breakout groups, etc.)
- Explain the relationship between training design and development.

#### Preparing the Participants

- Analyze and customize pre-delivery checklists that address supervisor involvement, managing technology, and managing the learning environment.
- Evaluate your voice as a facilitator and explore the impact of pitch, pacing, and volume on audience engagement.
- Apply feedback from participants to increase your vocal effectiveness.

### SESSION 3 (3 hours)

#### Delivering Learner Engagement

- Clarify Facilitator and Producer Roles and Tasks
- Navigate the Live Facilitator Environment Using Techniques to Engage Participants

#### Delivery/Facilitation of Online Learning

- Apply Techniques to Pace and Manage Your Energy During a Live Online Delivery
- Create Breaks That Refresh and Energize Participants
- Manage Participant Engagement and Address Facilitation Challenges

### SESSION 4 (3 hours)

#### Delivery/Facilitation of Online Learning (contd)

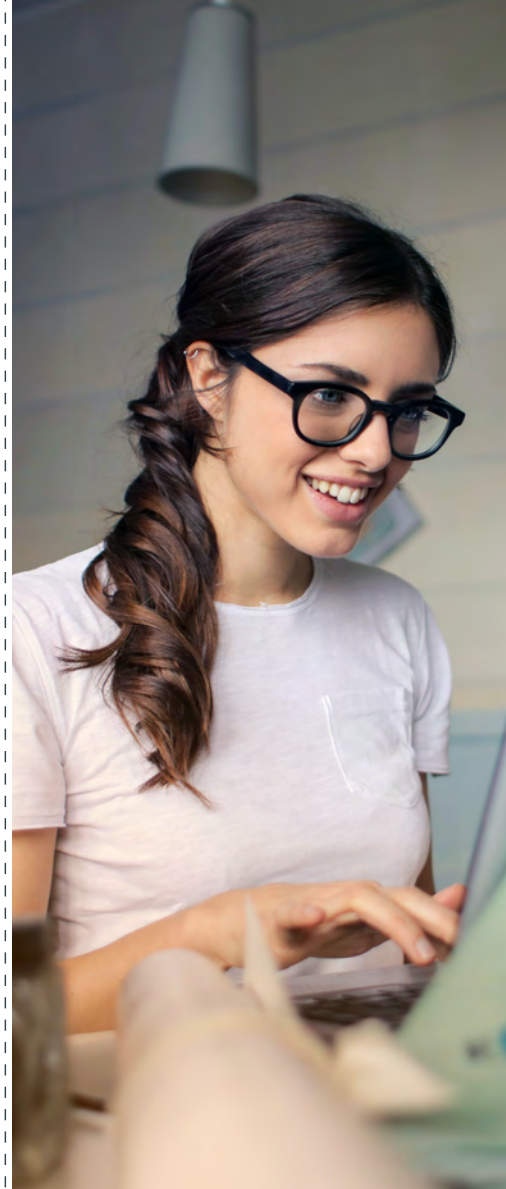
- Effectively deliver live online trainings.
- Identify the types of situations that can go wrong during a live online delivery.
- Create backup/recovery plans for when things go wrong.

#### After the Learning Experience

- Identify the means to provide post-training learning materials to participants and their managers.
- Highlight best practices for constructing and distributing course evaluations.
- Create a summary of Lessons Learned in this seminar.

*\*cannot be combined with other offers or existing corporate deals*

## Live Online



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,560\***

for government institutions  
and international agencies

## Practical Details

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €1950 (normal price)  
**Format :** Online

# Management Skills for Administrative Professionals

**Live Online**

## SESSION 1 (3 hours)

### Manage Change

- Use Personal Change Management to Work More Effectively with and Through Others
- Bring About Change Even When Faced with Resistance
- Apply a Systematic Approach to Plan and Engage Others in the Change Process

### Managing Roles, Responsibilities, and Team Work

- Manage Roles, Responsibilities, and Authority to Meet Goals
- Identify and Support Differing Work Style Preferences Using New Skills and Best Practices
- Recognize and Proactively Use Critical Thinking to Support Achievement of Team-Based Goals

## SESSION 2 (3 hours)

### Manage Time and Priorities

- Establish a Systematic and Efficient Approach to Work
- Use Prioritization Strategies
- Use Time Management Strategies

### Manage Relationships and Communication

- Incorporate Emotional Intelligence and Effective Listening Practices to Prepare to Be an Effective Colleague, Partner, and Leader
- Apply Assertive Communication Using Verbal and Nonverbal Behaviors
- Exhibit Confidence and Influence Using Tested Presentation Models

## SESSION 3 (3 hours)

### Manage Relationships and Communication (cont'd)

- Incorporate Emotional Intelligence and Effective Listening Practices to Prepare to Be an Effective Colleague, Partner, and Leader
- Apply Assertive Communication Using Verbal and Nonverbal Behaviors
- Exhibit Confidence and Influence Using Tested Presentation Models

## SESSION 4 (3 hours)

### Managing Negotiations and Conflict

- Define the Sources of Conflict in the Workplace
- Employ a Tactful Strategy to Handle Office Politics, Difficult People, and Demanding Situations
- Negotiate to Empower Self and Others to Achieve Goals

### Action Planning

- Reflect on Best Practices That Will Be Applied in the Near or Long Term



## Dates

Please visit our website at [www.mce.eu](http://www.mce.eu) for all the latest dates.

## Special Price

**€1,560\***

for government institutions and international agencies

## Practical Details

**Schedule :** 4 SESSIONS of 3 hours each  
**Language :** English  
**Price :** €1950 (normal price)  
**Format :** Online

*\*cannot be combined with other offers or existing corporate deals*

# Face-to-Face Programmes in July 2020

## Your Health and Safety are very important to us.

We have received a lot of requests about running some of MCE's programmes locally without the need to travel. MCE is strictly following all guidelines and recommendations concerning CoVid-19.

We are therefore implementing the recommended measures in Face-to-Face programmes taking place this Summer 2020 in Europe. (See infographic for more details).

Our partner hotels are also implementing clear policies and actions to limit the risk. More information can be found on our website at [mce.eu/summer-2020](http://mce.eu/summer-2020)

Face-to-Face programmes are currently scheduled in July in Brussels, Basel, Amsterdam and Frankfurt. Depending on the changes taking place in the next weeks, we may add more cities and more dates in August 2020. If you would like to request a particular city or programme, simply send us a suggestion to [info@mce.eu](mailto:info@mce.eu).

We also continue to offer many of our top-selling programmes as LIVE ONLINE. So whether you prefer online programmes or want to attend an MCE programme locally this summer, the MCE Team is there to answer all your questions.

For any questions or more information, please contact the MCE Team at [info@mce.eu](mailto:info@mce.eu) or by phone at +32 2 543 2120

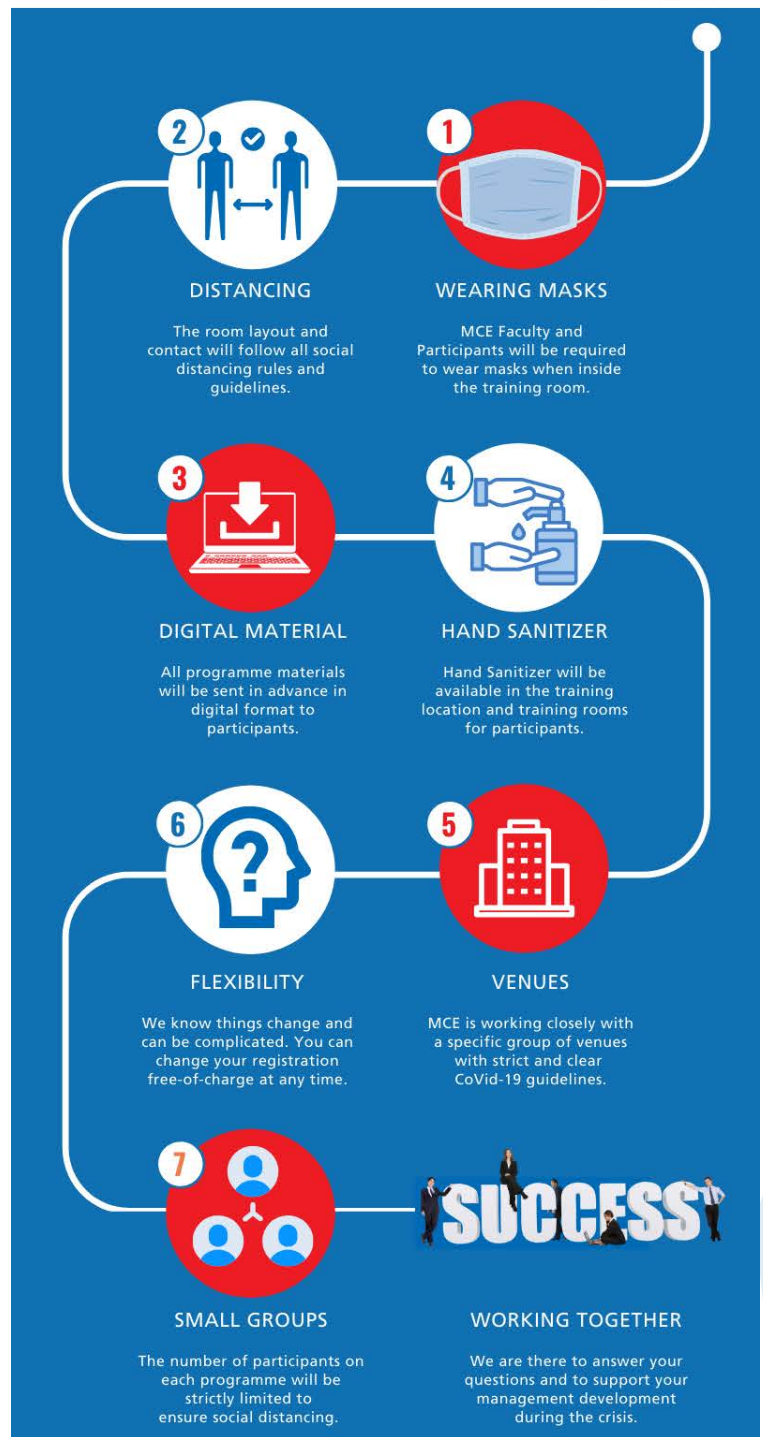


Management  
Centre Europe®

MCE supporting you during the CoVid-19 crisis.

**Your health and safety are very important to us. We have taken the following measures to ensure that all face-to-face programmes follow the recommended guidelines.**

Updated June 2020



For full information: [www.mce.eu/summer-2020](http://www.mce.eu/summer-2020)



Mini MBA

# 5-Day Mini MBA

## Face-to-Face Classroom Programme

→ Become a great “all-round manager” with the 5-day Mini MBA of MCE. Develop your management skills in Leadership, Strategy, Business Finance, Marketing & Supply Chain with practical challenges and an applied Business Simulation.



### Learn & Practise

After participating in this programme, you will be able to:

- Understand how a company really works – from the perspective of each business department
- Develop strategic thinking, planning and execution skills using the best tools and frameworks
- Lead and align your stakeholders to deliver your divisional, functional or organizational strategy
- Speak the language of business and understand how general managers think and act
- Support strategic goals from top management, translate and implement them for your area
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Practise new skills using real-business-world examples and exercises over 5 interactive days



### Skills & Competencies

- Business acumen (strategy, finance, marketing, supply chain)
- Leadership & general management
- Analytical thinking
- Global outlook



### Typical Participants

The MCE's 5 Day Mini MBA is the perfect programme for managers who want to boost their career and become a great “All-Round Manager”.

Typical participants are managers with technical, scientific or specialist backgrounds e.g. production engineers, R&D engineers, finance managers, sales executives, marketing specialists, logistics managers, etc. or managers & department heads who need to refresh and develop their business knowledge to support their future career. This is an intensive and challenging programme, so be prepared for the challenge!

### PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)



### July 2020

Frankfurt: 13-17 July 2020  
Amsterdam 13-17 July 2020  
Brussels: 27-31 July 2020

### Special Price\*

**€3,160**

for government institutions and international agencies

**5 days**

**€3,950**

This programme is delivered in **English**

### Register Now

+32 (0)2 543 21 20

[www.mce.eu](http://www.mce.eu)

[info@mce.eu](mailto:info@mce.eu)

### Experience Level

×	AP	Admin Professionals
×	IC	Individual Contributors
✓	SV	Supervisors
✓	NM	New Managers
✓	M	Managers
×	S	Senior Managers

\*cannot be combined with other offers or existing corporate deals



# 5-Day Mini MBA for the Pharma and Biotech Industry

**Face-to-Face Classroom Programme**

Gain a better understanding of the Pharmaceutical / Biotechnology business contexts. Develop the skills you need in leadership, marketing, strategy and value proposition to excel as a high-performance manager in the Healthcare Industry.



## Learn & Practise

After participating in this programme, you will be able to:

- Translate changes in the healthcare environment into competitive strategies
- Understand how the different business areas really work together
- Gain deeper understanding of broader financial and strategic contexts
- Support strategic goals from top management and implement them faster and more effectively
- Align your team or group to concentrate on customer value through cross-functional improvements
- Increase your business know-how with the best management methods and tools
- Make better business decisions and improve your contribution to the business
- Network and learn with a diverse group of peers from different companies and countries
- Develop a personalised action plan that you will take back with you to your job
- Practise new skills using real-business-world examples and exercises over 5 interactive days



## Skills & Competencies

- Business acumen (strategy, finance, marketing)
- Leadership & general management
- Analytical thinking
- Global outlook of the pharmaceutical industry



## Typical Participants

If you are a manager or an expert who wants to master complexity and understand cross-functional issues in the pharma or biotech industry, this programme is for you.

**July 2020**

Basel: 27-31 July 2020

**Special Price\***

**€3,160**

for government institutions and international agencies

**5 days**

**€3,950**

This programme is delivered in **English**

**Register Now**

+32 (0)2 543 21 20  
[www.mce.eu](http://www.mce.eu)  
[info@mce.eu](mailto:info@mce.eu)

## Experience Level

×	AP	Admin Professionals
×	IC	Individual Contributors
✓	SV	Supervisors
✓	NM	New Managers
✓	M	Managers
×	S	Senior Managers

“it helped me to see through lenses of different stakeholders, customers, to consider different perspectives and to understand how to navigate decision makings or to deal with conflicts of interest.

— Thomas Pongratz, Boehringer Ingelheim Pharma GmbH & Co. KG, Germany

\*cannot be combined with other offers or existing corporate deals



# Successfully Managing People

## Face-to-Face Classroom Programme

Get all the skills you need to become a great people manager. Learn to motivate, delegate, manage conflict and align your whole team around a common vision to achieve your objectives and those of your company.



### Learn & Practise

After participating in this programme, you will be able to:

- Motivate every member of your team—even if they are very different
- Adjust your management and personal style to suit different situations
- Resolve conflict more effectively in a wide variety of situations
- Get more done by using the best delegation techniques
- Increase your confidence and nurture your leadership skills
- Use positive and corrective feedback to turn unengaged employees around and maximize productivity
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Practise new skills using real-business-world examples and exercises over 3 interactive days



### Skills & Competencies

- People management
- Motivation, delegation, and conflict management
- General management



### Typical Participants

If you are a manager with 1 to 3 years of experience, whose success depends on managing people successfully through clear communication, a cooperative attitude and commitment to shared goals, this programme is for you. Some of the management positions that usually attend this programme are:

- First Line Managers
- Team Managers

### PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)



### July 2020

Frankfurt 27-29 July 2020

Amsterdam 27-29 July 2020

Brussels 27-29 July 2020

### Special Price\*

**€2,360**

for government institutions and international agencies

**3 days**



**€2,950**



This programme is delivered in English and French



### Register Now

+32 (0)2 543 21 20

[www.mce.eu](http://www.mce.eu)

[info@mce.eu](mailto:info@mce.eu)

### Experience Level

×	AP	Admin Professionals
×	IC	Individual Contributors
✓	SV	Supervisors
✓	NM	New Managers
✓	M	Managers
×	S	Senior Managers

### Also Available as

In Company

“Very good balance of topics, direct usefulness for all “styles” of middle managers, great ability of the coach to bring messages across in understandable and useful ways.

— Arnaud De Wael, EPO

\*cannot be combined with other offers or existing corporate deals



# Management Skills for New Managers

## Face-to-Face Classroom Programme

Are you ready start your management career? Learn to build your team and leverage people's capabilities. Develop the management skills that will help you move from being an individual contributor to a well-respected manager who can achieve team success and drive bottom-line performance.



### Learn & Practise

After participating in this programme, you will be able to:

- Fully understand your management roles and responsibilities
- Improve communication with your team and set expectations for yourself and your direct reports
- Adapt your leadership style to meet the needs of individual team members
- Communicate organizational goals that get results
- Apply delegation strategies to increase productivity and motivation
- Use effective coaching techniques to maximise your team's performance
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Practise new skills using real-business-world examples and exercises over 3 interactive days



### Skills & Competencies

- General management
- People management
- Communication as a manager



### Typical Participants

If you are a newly appointed manager, or have 1 to 2 years of experience, and want to improve your management skills, this programme is for you. Some of the management positions that usually attend this management programme are:

- Newly appointed Managers in the different business units and departments (Sales, Marketing, Operations, Accounting & Finance, HR)

### PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)



**July 2020**

**Brussels: 13-15 July 2020**  
**Amsterdam: 13-15 July 2020**

**Special Price\***

**€1,560**

**for government institutions and international agencies**

**3 days**

**€1,950**

This programme is delivered in **English and French**

**Register Now**

**+32 (0)2 543 21 20**

**[www.mce.eu](http://www.mce.eu)**

**[info@mce.eu](mailto:info@mce.eu)**

### Experience Level

×	AP	Admin Professionals
×	IC	Individual Contributors
×	SV	Supervisors
✓	NM	New Managers
×	M	Managers
×	S	Senior Managers

*\*cannot be combined with other offers or existing corporate deals*



Communication Skills

# Communicating Up, Down and Across the Organization

## Face-to-Face Classroom Programme

Build the right communication skills to be able to modify your communication style and connect with colleagues at work. Learn and use specific techniques to bring across new ideas to senior managers and influence your colleagues to support your proposal and projects.



### Learn & Practise

After participating in this programme, you will be able to:

- Analyse your audiences and different situations to plan your message
- Create processes to frame your message to specific audiences
- Apply strategies to influence and motivate others throughout the organization
- Understand how your communication impacts how influential you can be
- Exhibit a strong sense of self-confidence with your peers, direct reports and managers
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Practise new skills using real examples.



### Skills & Competencies

- Communicate using different styles and registers
- Persuasion and influence
- Interpersonal effectiveness



### Typical Participants

If you are a business professional who wants to be a strong, passionate and effective communicator that can speak to a variety of audiences across organizational boundaries, this programme is for you.

### PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).

More information at [www.mce.eu/pmi](http://www.mce.eu/pmi)



*The instructor had excellent energy and was very engaging. He taught us a variety of tools and techniques to use in business communication that I am sure will be useful.*

— Katarina T

**July 2020**

Frankfurt: 13-14 July 2020

**Special Price\***

**€1,560**

for government institutions and international agencies

**2 days**

**€1,950**

This programme is delivered in English

**Register Now**

+32 (0)2 543 21 20

[www.mce.eu](http://www.mce.eu)

[info@mce.eu](mailto:info@mce.eu)

### Experience Level

✓ AP	Admin Professionals
✓ IC	Individual Contributors
✓ SV	Supervisors
✓ NM	New Managers
✓ M	Managers
× S	Senior Managers

**Also Available as**

In Company



Executive Assistants & Administrative Professionals

# Management Skills for Administrative Professionals

**Face-to-Face Classroom Programme**

Enhance your performance with management and self-leadership skills. Get better at setting your own administrative priorities, improve your ability to communicate clearly and negotiate with colleagues, and learn to innovate in your role.



## Learn & Practise

After participating in this programme, you will be able to:

- Manage changing roles and responsibilities whether working with bosses, peers, team members or customers
- Meet dynamic work expectations by expanding your proactive capabilities
- Clearly and confidently communicate and negotiate to manage conflicts and achieve results
- Apply emotional intelligence and effective listening practices to your job
- Use strategic diplomacy to handle office politics, difficult people and demanding situations
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Practise new skills using real-business-world examples and exercises over 3 interactive days



## Skills & Competencies

- Self-leadership & management
- Effective communication
- Time management
- Innovation and initiative



## Typical Participants

If you are an experienced administrative professional who needs to expand your management skills, so you can better support your organization and enhance your contribution to your company and your career, this programme is for you.

**July 2020**

Frankfurt: 27-29 July 2020

**Special Price\***

**€1,960**

for government institutions and international agencies

**3 days**



**€2,450**



This programme is delivered in **English**



**Register Now**

+32 (0)2 543 21 20

www.mce.eu

info@mce.eu

## Experience Level

✓	AP	Admin Professionals
×	IC	Individual Contributors
×	SV	Supervisors
×	NM	New Managers
×	M	Managers
×	S	Senior Managers

**Also Available as**

✱ In Company

→ **Key Facts**

# About MCE



**500,000**

*Participants on MCE training  
programmes since 1961*



**59 years**

*Providing Learning &  
Development (L&D) services in  
the EMEA region*



**1,700**

*Client companies which we have  
worked with delivering customized  
& in company learning solutions*



**6,200**

*In Company Training Solutions  
delivered in more than  
94 countries*



**50+**

*Open Training Programmes  
running throughout the  
EMEA region*



**10,000**

*Managers & Leaders inspired by  
MCE's management development  
solutions each year*



**Contact us Today**