



Management
Centre Europe®

A photograph of a man with glasses and a plaid shirt, smiling as he works on a laptop. The image is partially obscured by geometric shapes in shades of blue and red.

MCE Services

Live Online Programmes

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

TITLE	NO. OF SESSIONS	FEES	SESSION 1		SESSION 2		SESSION 3		SESSION 4	
			DATE	TIME	DATE	TIME	DATE	TIME	DATE	TIME
MANAGEMENT SKILLS										
Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure	4 sessions/3 hours each	€1950	21-Apr	14.00-17.00 CET	23-Apr	14.00-17.00 CET	28-Apr	14.00-17.00 CET	30-Apr	14.00-17.00 CET
Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure	4 sessions/3 hours each	€1950	15-Jun	14.00-17.00 CET	16-Jun	14.00-17.00 CET	17-Jun	14.00-17.00 CET	18-Jun	14.00-17.00 CET
Coaching from a Distance: Developing Your Team When You Can't Be Face to Face	4 sessions/3 hours each	€2150	20-Apr	14.00-17.00 CET	21-Apr	14.00-17.00 CET	22-Apr	14.00-17.00 CET	23-Apr	14.00-17.00 CET
Coaching from a Distance: Developing Your Team When You Can't Be Face to Face	4 sessions/3 hours each	€2150	25-May	14.00-17.00 CET	26-May	14.00-17.00 CET	27-May	14.00-17.00 CET	28-May	14.00-17.00 CET
Coaching from a Distance: Developing Your Team When You Can't Be Face to Face	4 sessions/3 hours each	€2150	22-Jun	14.00-17.00 CET	23-Jun	14.00-17.00 CET	24-Jun	14.00-17.00 CET	25-Jun	14.00-17.00 CET
Successfully Managing People	4 sessions/3 hours each	€2150	20-Apr	14.00-17.00 CET	22-Apr	14.00-17.00 CET	27-Apr	14.00-17.00 CET	29-Apr	14.00-17.00 CET
Successfully Managing People	4 sessions/3 hours each	€2150	11-May	14.00-17.00 CET	12-May	14.00-17.00 CET	13-May	14.00-17.00 CET	14-May	14.00-17.00 CET
Successfully Managing People	4 sessions/3 hours each	€2150	16-Jun	14.00-17.00 CET	18-Jun	14.00-17.00 CET	23-Jun	14.00-17.00 CET	25-Jun	14.00-17.00 CET
Management Skills for New Managers	4 sessions/3 hours each	€1950	21-Apr	14.00-17.00 CET	23-Apr	14.00-17.00 CET	28-Apr	14.00-17.00 CET	30-Apr	14.00-17.00 CET
Management Skills for New Managers	4 sessions/3 hours each	€1950	11-May	14.00-17.00 CET	12-May	14.00-17.00 CET	13-May	14.00-17.00 CET	14-May	14.00-17.00 CET
Management Skills for New Managers	4 sessions/3 hours each	€1950	15-Jun	14.00-17.00 CET	17-Jun	14.00-17.00 CET	22-Jun	14.00-17.00 CET	24-Jun	14.00-17.00 CET
Time Management	4 sessions/3 hours each	€1795	14-Apr	14.00-17.00 CET	16-Apr	14.00-17.00 CET	21-Apr	14.00-17.00 CET	23-Apr	14.00-17.00 CET
Time Management	4 sessions/3 hours each	€1795	25-May	14.00-17.00 CET	26-May	14.00-17.00 CET	27-May	14.00-17.00 CET	28-May	14.00-17.00 CET
Time Management	4 sessions/3 hours each	€1795	15-Jun	14.00-17.00 CET	17-Jun	14.00-17.00 CET	22-Jun	14.00-17.00 CET	24-Jun	14.00-17.00 CET
COMMUNICATION SKILLS										
Communicating Up, Down, and Across the Organization	4 sessions/3 hours each	€1950	20-Apr	14.00-17.00 CET	21-Apr	14.00-17.00 CET	22-Apr	14.00-17.00 CET	23-Apr	14.00-17.00 CET
Communicating Up, Down, and Across the Organization	4 sessions/3 hours each	€1950	11-May	14.00-17.00 CET	12-May	14.00-17.00 CET	13-May	14.00-17.00 CET	14-May	14.00-17.00 CET
Communicating Up, Down, and Across the Organization	4 sessions/3 hours each	€1950	09-Jun	14.00-17.00 CET	11-Jun	14.00-17.00 CET	16-Jun	14.00-17.00 CET	18-Jun	14.00-17.00 CET
How to Communicate with Diplomacy, Tact and Credibility	4 sessions/3 hours each	€2150	20-Apr	14.00-17.00 CET	21-Apr	14.00-17.00 CET	22-Apr	14.00-17.00 CET	23-Apr	14.00-17.00 CET
How to Communicate with Diplomacy, Tact and Credibility	4 sessions/3 hours each	€2150	08-Jun	14.00-17.00 CET	10-Jun	14.00-17.00 CET	15-Jun	14.00-17.00 CET	17-Jun	14.00-17.00 CET
Getting Results Without Authority	4 sessions/3 hours each	€2150	15-Apr	14.00-17.00 CET	17-Apr	14.00-17.00 CET	22-Apr	14.00-17.00 CET	24-Apr	14.00-17.00 CET
Getting Results Without Authority	4 sessions/3 hours each	€2150	25-May	14.00-17.00 CET	26-May	14.00-17.00 CET	27-May	14.00-17.00 CET	28-May	14.00-17.00 CET
Getting Results Without Authority	4 sessions/3 hours each	€2150	16-Jun	14.00-17.00 CET	18-Jun	14.00-17.00 CET	23-Jun	14.00-17.00 CET	25-Jun	14.00-17.00 CET
PROJECT MANAGEMENT SKILLS										
Essentials of Project Management for the Nonproject Manager	4 sessions/3 hours each	€1950	06-Apr	14.00-17.00 CET	07-Apr	14.00-17.00 CET	08-Apr	14.00-17.00 CET	09-Apr	14.00-17.00 CET
Essentials of Project Management for the Nonproject Manager	4 sessions/3 hours each	€1950	11-May	14.00-17.00 CET	12-May	14.00-17.00 CET	13-May	14.00-17.00 CET	14-May	14.00-17.00 CET
Improving Your Project Management Skills: The Basics for Success	4 sessions/3 hours each	€2150	20-Apr	14.00-17.00 CET	21-Apr	14.00-17.00 CET	22-Apr	14.00-17.00 CET	23-Apr	14.00-17.00 CET
Improving Your Project Management Skills: The Basics for Success	4 sessions/3 hours each	€2150	25-May	14.00-17.00 CET	26-May	14.00-17.00 CET	27-May	14.00-17.00 CET	28-May	14.00-17.00 CET
LEADERSHIP SKILLS										
Leading Virtual Teams	3 sessions/3 hours each	€2150	28-Apr	14.00-17.00 CET	29-Apr	14.00-17.00 CET	30-Apr	14.00-17.00 CET		
Leading Virtual Teams	3 sessions/3 hours each	€2150	11-May	14.00-17.00 CET	12-May	14.00-17.00 CET	13-May	14.00-17.00 CET		
Leading Virtual Teams	3 sessions/3 hours each	€2150	15-Jun	14.00-17.00 CET	16-Jun	14.00-17.00 CET	17-Jun	14.00-17.00 CET		
Leading with Emotional Intelligence	4 sessions/3 hours each	€2450	20-Apr	14.00-17.00 CET	21-Apr	14.00-17.00 CET	22-Apr	14.00-17.00 CET	23-Apr	14.00-17.00 CET
Leading with Emotional Intelligence	4 sessions/3 hours each	€2450	25-May	14.00-17.00 CET	26-May	14.00-17.00 CET	27-May	14.00-17.00 CET	28-May	14.00-17.00 CET
Preparing for Leadership: What It Takes to Take the Lead	3 sessions/3 hours each	€2150	29-Jun	14.00-17.00 CET	30-Jun	14.00-17.00 CET	01-Jul	14.00-17.00 CET		
The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results	4 sessions/3 hours each	€2450	20-Apr	14.00-17.00 CET	21-Apr	14.00-17.00 CET	22-Apr	14.00-17.00 CET	23-Apr	14.00-17.00 CET
The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results	4 sessions/3 hours each	€2450	29-Jun	14.00-17.00 CET	30-Jun	14.00-17.00 CET	01-Jul	14.00-17.00 CET	02-Jul	14.00-17.00 CET
ANALYTICAL SKILLS										
Developing Your Analytical Skills: How to Research and Present Information	4 sessions/3 hours each	€1950	20-Apr	14.00-17.00 CET	22-Apr	14.00-17.00 CET	27-Apr	14.00-17.00 CET	29-Apr	14.00-17.00 CET
Developing Your Analytical Skills: How to Research and Present Information	4 sessions/3 hours each	€1950	25-May	14.00-17.00 CET	26-May	14.00-17.00 CET	27-May	14.00-17.00 CET	28-May	14.00-17.00 CET
EXECUTIVE ASSISTANTS										
Management Skills for Administrative Professionals	4 sessions/3 hours each	€1950	25-May	14.00-17.00 CET	26-May	14.00-17.00 CET	27-May	14.00-17.00 CET	28-May	14.00-17.00 CET
Management Skills for Administrative Professionals	4 sessions/3 hours each	€1950	08-Jun	14.00-17.00 CET	09-Jun	14.00-17.00 CET	10-Jun	14.00-17.00 CET	11-Jun	14.00-17.00 CET

Managing Chaos

Tools to Set Priorities and Make Decisions Under Pressure

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

Live Online

Dates

Group #1 – 4 sessions

- 14:00 - 17:00 (CET)

21-23-28-30 APRIL 2020

Group #2 – 4 sessions

- 14:00 - 17:00 (CET)

15-16-17-18 JUNE 2020

Practical Details

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

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

Live Online

Dates

Group #1 – 4 sessions

- 14:00 - 17:00 (CET)

20-21-22-23 APRIL 2020

Group #2 – 4 sessions

- 14:00 - 17:00 (CET)

25-26-27-28 MAY 2020

Group #3 – 4 sessions

- 14:00 - 17:00 (CET)

22-23-24-25 JUNE 2020

Practical Details

Schedule : 4 SESSIONS of 3 hours each**Language :** English**Price :** €2150**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 and Situations and 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

Group #1 – 4 sessions

- 14:00 – 17:00 (CET)

20-22-27-29 APRIL 2020

Group #2 – 4 sessions

- 14:00 – 17:00 (CET)

11-12-13-14 MAY 2020

Group #3 – 4 sessions

- 14:00 – 17:00 (CET)

16-18-23-25 JUNE 2020

Practical Details

Schedule : 4 SESSIONS of 3 hours each

Language : English

Price : €2150

Format : Online

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

Group #1 – 4 sessions

- 14:00 – 17:00 (CET)

21-23-28-30 APRIL 2020

Group #2 – 4 sessions

- 14:00 – 17:00 (CET)

11-12-13-14 MAY 2020

Group #3 – 4 sessions

- 14:00 – 17:00 (CET)

15-17-22-24 JUNE 2020

Practical Details

Schedule : 4 SESSIONS of 3 hours each

Language : English

Price : €1950

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**



Practical Details

Schedule : 4 SESSIONS of 3 hours each

Language : English

Price : €1795

Format : Online

Live Online



TIME MANAGEMENT

Dates

Group #1 – 4 sessions

- 14:00 – 17:00 (CET)

14-16-21-23 APRIL 2020

Group #2 – 4 sessions

- 14:00 – 17:00 (CET)

25-26-27-28 MAY 2020

Group #3 – 4 sessions

- 14:00 – 17:00 (CET)

15-17-22-24 JUNE 2020

Communicating Up, Down, and 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)

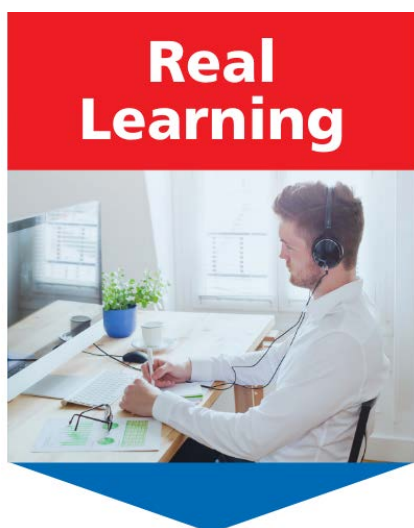
Framing the Message

- 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



Dates

Group #1 – 4 sessions

- 14:00 – 17:00 (CET)

20-21-22-23 APRIL 2020

Group #2 – 4 sessions

- 14:00 – 17:00 (CET)

11-12-13-14 MAY 2020

Group #3 – 4 sessions

- 14:00 – 17:00 (CET)

09-11-16-18 JUNE 2020

Practical Details

Schedule : 4 SESSIONS of 3 hours each
Language : English
Price : €1950
Format : Online

How to Communicate with Diplomacy, Tact and Credibility

Live Online

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



Dates

Group #1 – 4 sessions

- 14:00 – 17:00 (CET)

20-21-22-23 APRIL 2020

Group #2 – 4 sessions

- 14:00 – 17:00 (CET)

08-10-15-17 JUNE 2020

Practical Details

Schedule : 4 SESSIONS of 3 hours each

Language : English

Price : €2150

Format : Online

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

Group #1 – 4 sessions

- 14:00 – 17:00 (CET)

15-17-22-24 APRIL 2020

Group #2 – 4 sessions

- 14:00 – 17:00 (CET)

25-26-27-28 MAY 2020

Group #3 – 4 sessions

- 14:00 – 17:00 (CET)

16-18-23-25 JUNE 2020

Practical Details

Schedule : 4 SESSIONS of 3 hours each

Language : English

Price : €2150

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

Group #1 – 4 sessions

- 14:00 – 17:00 (CET)

06-07-08-09 APRIL 2020

Group #2 – 4 sessions

- 14:00 – 17:00 (CET)

11-12-13-14 MAY 2020

**Practical
Details**

Schedule : 4 SESSIONS of 3 hours each

Language : English

Price : €1950

Format : Online

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

Group #1 – 4 sessions

- 14:00 – 17:00 (CET)

20-21-22-23 APRIL 2020

Group #2 – 4 sessions

- 14:00 – 17:00 (CET)

25-26-27-28 MAY 2020

Practical Details

Schedule : 4 SESSIONS of 3 hours each

Language : English

Price : €2150

Format : 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

SESSION 3 (3 hours)

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

Group #1 – 3 sessions

- 9:00 – 12:00 AM (CET)

28-29-30 APRIL 2020

Group #2 – 3 sessions

- 9:00 – 12:00 AM (CET)

11-12-13 MAY 2020

Group #2 – 3 sessions

- 9:00 – 12:00 AM (CET)

15-16-17 JUNE 2020

Practical Details

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

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

Group #1 – 4 sessions

- 9:00 – 12:00 AM (CET)
20-21-22-23 APRIL 2020

Group #2 – 4 sessions

- 9:00 – 12:00 AM (CET)
25-26-27-28 MAY 2020

**Practical
Details**

Schedule : 4 SESSIONS of 3 hours each

Language : English

Price : €2450

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 THREE (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

Group #1 – 3 sessions

- 14:00 – 17:00 (CET)
29-30 JUNE - 01 JULY 2020

Practical Details

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

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

Group #1 – 4 sessions

- 14:00 – 17:00 (CET)
20-21-22-23 APRIL 2020

Group #2 – 4 sessions

- 14:00 – 17:00 (CET)
29-30 JUNE 01-02 JULY 2020

Practical Details

Schedule : 4 SESSIONS of 3 hours each

Language : English

Price : €2450

Format : Online

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

Group #1 – 4 lessons

- 9:00 – 12:00 AM (CET)
20-22-27-29 APRIL 2020

Group #2 – 4 lessons

- 9:00 – 12:00 AM (CET)
25-26-27-28 MAY 2020

Practical Details

Schedule : 4 SESSIONS of 3 hours each

Language : English

Price : €1950

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

Group #1 – 4 sessions

- 14:00 – 17:00 (CET)

25-26-27-28 MAY 2020

Group #2 – 4 sessions

- 14:00 – 17:00 (CET)

08-09-10-11 JUNE 2020

**Practical
Details**

Schedule : 4 SESSIONS of 3 hours each

Language : English

Price : €1950

Format : Online

→ Key Facts

About MCE



400,000

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59 years

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



1,700

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