



Management
Centre Europe®

MCE Services

Live Online Programmes



What are Live Online Programmes?

MCE, in partnership with our parent company AMA, has offered **Live Online Training** to our corporate clients for over 10 years. We deliver these live facilitated online training programmes specifically for companies at their chosen time. The programmes cover the key business topics that your teams need to manage the challenges of business today.

What are Live Online Training Programmes?



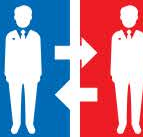



- 3 or 4 online sessions of 3 hours
- delivered to small groups (up to 20 participants) in a virtual classroom with an online video meetings tool
- interactive with group work and discussions
- facilitator led with live interaction
- scheduled at your chosen times for your teams and managers



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 the facilitator and peers

LIVE ONLINE VERSUS WEBINARS

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



How can you support your teams?

The current crisis is very challenging for everyone – both privately and professionally. Employees are trying their best to adapt to the new realities. But, they need support.

They need new skills to cope with new challenges, but they also need to develop a lot of fundamental business skills as they multi-task and cover more business areas than ever before. What can and should you do to support your employees and teams in this challenging new reality?

- We **shouldn't leave them alone** with no support. Many of them are working remotely and feel already quite isolated.
- Because it is a very difficult situation, many employees don't want to ask for help or support. They think their company or organization probably has enough to worry about. We need to reach out to them and **give them support**.
- In reality, we need to support them more than ever – this means giving them the right skills to cope and thrive in the new reality. It's not just about managing a virtual team, employees also need a lot of fundamental skills - finance, project management, communication skills and more.

MCE Supporting you and your teams

To support you and your teams in this difficult period, **MCE is offering Live Online Programmes** delivered specifically for your teams, **at a very special price of €5000***. We want to make it as easy as possible to develop your people in this challenging period. Each programme consists of 3 or 4 sessions of 3 hours and is valid for up to 20 participants.

The 26 programmes cover both current topics - managing chaos, leading virtual teams etc. as well as fundamental business needs - communication, leadership, project management etc.

**For programmes delivered up until September 1st 2020*

Live Online Programmes

TITLE	NO. OF SESSIONS	TITLE	NO. OF SESSIONS
WORKING REMOTELY		COMMUNICATION SKILLS	
Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure	4 sessions/3 hours each	Communicating Up, Down, and Across the Organization	4 sessions/3 hours each
Leading Virtual Teams	3 sessions/3 hours each	How to Communicate with Diplomacy, Tact and Credibility	4 sessions/3 hours each
The Successful Virtual Team Member	3 sessions/3 hours each	Getting Results Without Authority	4 sessions/3 hours each
Coaching from a Distance: Developing Your Team When You Can't Be Face to Face	4 sessions/3 hours each	Responding to Conflict	4 sessions/3 hours each
MANAGEMENT SKILLS		Expanding your Influence	3 sessions/3 hours each
Management Skills for New Managers	4 sessions/3 hours each	PROJECT MANAGEMENT SKILLS	
Successfully Managing People	4 sessions/3 hours each	Essentials of Project Management for the Nonproject Manager	4 sessions/3 hours each
Time Management	4 sessions/3 hours each	Improving Your Project Management Skills: The Basics for Success	4 sessions/3 hours each
LEADERSHIP SKILLS		ANALYTICAL SKILLS	
Preparing for Leadership: What It Takes to Take the Lead	3 sessions/3 hours each	Developing Your Analytical Skills: How to Research and Present Information	4 sessions/3 hours each
Developing Executive Leadership	4 sessions/3 hours each	Critical Thinking	4 sessions/3 hours each
Leading with Emotional Intelligence	4 sessions/3 hours each	BUSINESS SKILLS	
The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results	4 sessions/3 hours each	Fundamentals of Finance and Accounting for Non-Financial Managers	4 sessions/3 hours each
WOMEN IN BUSINESS		Fundamentals of Marketing	4 sessions/3 hours each
Women's Leadership Certificate Programme	4 sessions/3 hours each	The Virtual Trainer: Success Strategies for Facilitating Live Online Training	4 sessions/3 hours each
Assertiveness Training for Women in Business	4 sessions/3 hours each	EXECUTIVE ASSISTANTS	
		Management Skills for Administrative Professionals	4 sessions/3 hours each

Managing Chaos

Tools to Set Priorities and Make Decisions Under Pressure

Live Online

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



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**Up to 20 participants
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until Sept 1st, 2020

Practical Details

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

The Successful Virtual Team Member

Live Online

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.



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Leading Virtual Teams

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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



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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

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Management Skills for New Managers

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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 Deal with
- 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



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Successfully Managing People

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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



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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

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Communicating Up, Down, and Across the Organization

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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)

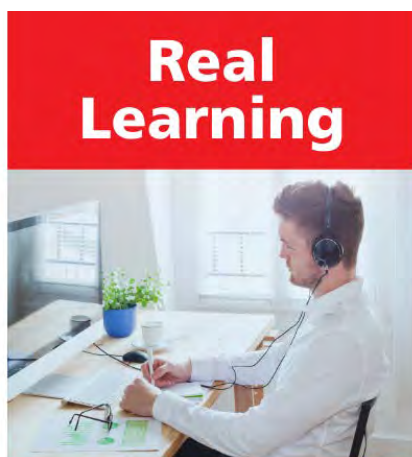
Framing the Message

- 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



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How to Communicate with Diplomacy, Tact and Credibility

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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

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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
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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



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Responding to Conflict

Strategies for Improved Communication

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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 Behaviour
- Describe an Understanding of Handling Passive Behaviour
- Describe a Strategy for Handling Passive or Aggressive Behaviour

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

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Expanding Your Influence:

Understanding the Psychology of Persuasion

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 Persuasion

- 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

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Preparing for Leadership

What It Takes to Take the Lead

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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



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Practical Details

Schedule : 3 SESSIONS of 3 hours each
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Format : Online

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



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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



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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



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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



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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



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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



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Improving Your Project Management Skills

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



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Critical Thinking

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



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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

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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



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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



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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 & 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)

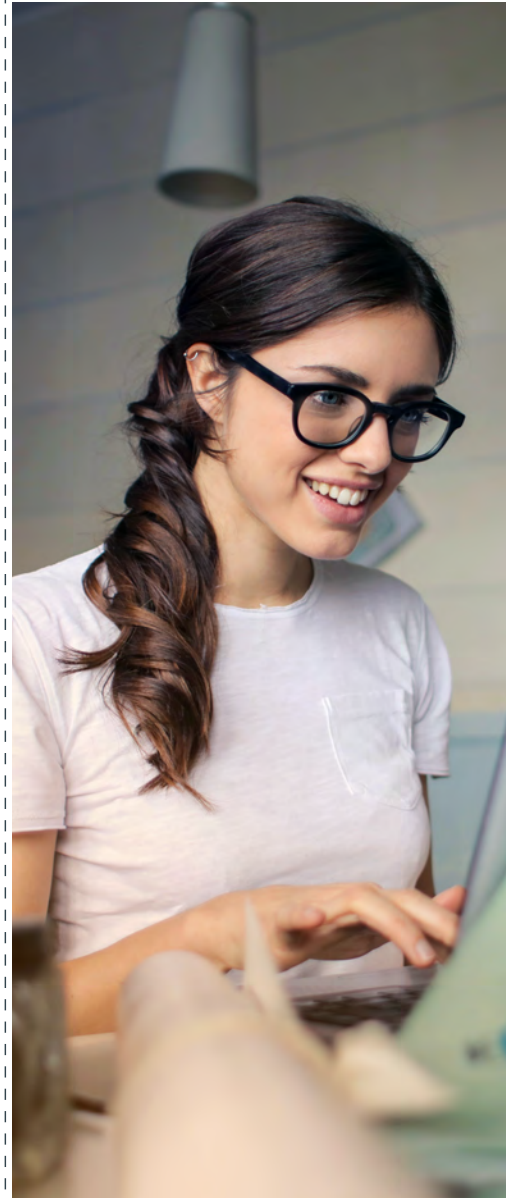
Delivery/Facilitation of Online Learning (contd)

- 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.

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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 Behaviours
- 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



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About MCE



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programmes since 1961*



59 years

*Providing Learning &
Development (L&D) services in
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1,700

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



6,200

*In Company Training Solutions
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94 countries*



50+

*Open Training Programmes
running throughout the
EMEA region*



10,000

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MCE's management development
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