

**MCE**

Management  
Centre Europe®

# Open Training Programmes 2023



# Table of Contents

|  |    |
|--|----|
| Who is Management Centre Europe?                     | 4  |
| MCE's International Management Development Services  | 5  |
| Practical, Hands-on and Business Focussed Programmes | 6  |
| MCE's International Management Development           | 7  |
| The Voice of Experience                              | 8  |
| Customized Learning Solutions                        | 9  |
| MCE's 6 steps approach                               | 10 |
| MCE Programmes Delivery Countries                    | 12 |
| Mini MBA   | 13 |
| 3 Leadership Areas                                   | 14 |



## Leading Self: Training Programmes List

### Communication Skills

|  |    |
|--|----|
| Communicating Up, Down and Across the Organization           | 16 |
| How to Communicate with Diplomacy, Tact and Credibility      | 17 |
| Communicating to Your Senior Management and Key Stakeholders | 18 |
| Essentials of Conflict Management                            | 19 |

### Presentation Skills

|                                    |    |
|------------------------------------|----|
| Effective Presentation Skills      | 20 |
| Effective Executive Speaking       | 21 |
| Giving Great Virtual Presentations | 22 |

### Influencing Skills

|  |    |
|--|----|
| Developing Personal Influence and Impact | 23 |
| Expanding Your Influence                 | 24 |
| Getting Results without Authority        | 25 |
| Essentials of Negotiation                | 26 |

### New Ways of Thinking

|  |    |
|--|----|
| Developing Your Analytical Skills                                | 27 |
| Critical Thinking  | 28 |
| Strategic Thinking   | 29 |
| Design Thinking: A Customer-Centric Process for Rapid Innovation | 30 |

### The Virtual Business World

|                                    |    |
|------------------------------------|----|
| The Successful Virtual Team Member | 31 |
| The Virtual Trainer                | 32 |

### Time Management

|                               |    |
|-------------------------------|----|
| Essentials of Time Management | 33 |
|-------------------------------|----|



## Women in Business: Training Programmes List

### Women in Business

|   |    |
|---|----|
| MCE Women's Leadership Certificate Programme                    | 35 |
| Leadership Development for Women                                | 36 |
| Women Leading with Impact: Resilience and Strategic Risk-taking | 37 |
| Assertiveness Training for Women in Business                    | 38 |
| Executive Presence for Women                                    | 39 |



## Leading Others: Training Programmes List

### New Management Skills

|                          |    |
|--------------------------|----|
| Essentials of Management | 41 |
|--------------------------|----|

### People Management Skills

|   |    |
|---|----|
| Successfully Managing People                    | 42 |
| Managing Hybrid Teams                           | 43 |
| Managing People in an International Environment | 44 |

### In-Company Training

45

### Leadership Skills

|  |    |
|--|----|
| Preparing for Leadership                 | 46 |
| Developing Executive Leadership          | 47 |
| The Voice of Leadership                  | 48 |
| Leading in a VUCA World                  | 49 |
| Leading with Emotional Intelligence      | 50 |
| Leading Virtual Teams                    | 51 |
| Agile Leadership                         | 52 |
| Strategic Leadership for Senior Managers | 53 |
| Advanced Leadership Programme            | 54 |

### Change Management

|  |    |
|--|----|
| Change Management Workshop for Senior Executives | 55 |
|--|----|

### Diversity & Inclusion

|   |    |
|---|----|
| Finding Common Ground                                     | 56 |
| Diversity & Inclusion                                     | 57 |
| Developing a Culture of Respect                           | 58 |
| Leadership Strategies for Creating a Respectful Workplace | 59 |
| Leading in a Diverse and Inclusive Culture                | 60 |

## Agility, Innovation and Change

|  |    |
|--|----|
| Strategic Agility and Resilience         | 61 |
| Managing Chaos                           | 62 |
| Leading Disruptive Change and Innovation | 63 |
| Innovation in a VUCA World               | 64 |

## Coaching Skills

|                          |    |
|--------------------------|----|
| Coaching from a Distance | 65 |
|--------------------------|----|



## Leading Business: Training Programmes List

### Mini MBA

|  |    |
|--|----|
| MCE Mini MBA   | 67 |
| Mini MBA for the Pharmaceutical and Biotech Industries | 68 |
| Mini MBA for the Medical Devices Industry              | 69 |
| Mini MBA for the Chemical Industry                     | 70 |
| Mini MBA for the Mining Industry                       | 71 |
| Mini MBA for the Oil & Gas Industry                    | 72 |

### Certification

|   |    |
|---|----|
| AMA Certified Professional in Management® Exam Prep Course  | 74 |
| AMA Certified Professional in Management® Exam Prep Express | 75 |

### HR and Talent Management

|                              |    |
|------------------------------|----|
| Talent Management Goes Agile | 76 |
|------------------------------|----|

### Business Strategy & Planning

|   |    |
|---|----|
| Essentials of Strategic Planning          | 77 |
| Business Strategy & Planning for Managers | 78 |

### Project Management

|   |    |
|---|----|
| Essentials of Project Management for Non-Project Managers | 79 |
| Improving Your Project Management Skills                  | 80 |
| Project Management Excellence                             | 81 |
| Agile Project Management                                  | 82 |

### Digital Transformation

|   |    |
|---|----|
| An introduction to Business Transformation and Digital Strategies | 83 |
| Business Strategies in New Digital Times                          | 84 |
| Customer Experience in New Digital Times                          | 85 |
| Value Propositions in New Digital Times                           | 86 |

## Finance and Controlling

|   |    |
|---|----|
| Essentials of Business Finance: For Non-Financial Managers  | 87 |
| Essentials of Cost Accounting                               | 88 |
| Essentials of Purchasing for the New Buyer                  | 89 |
| The Strategic Controller: Adding Value to Your Organization | 90 |
| Financial Excellence: Create Value in Your Organization     | 91 |

|                  |    |
|------------------|----|
| OnDemand Courses | 92 |
|------------------|----|

## Marketing

|   |    |
|---|----|
| Essentials of Marketing                                     | 93 |
| Essentials of Digital Marketing: for Non-Digital Marketeers | 94 |
| Essentials of Product Management                            | 95 |
| B2B Marketing Strategy                                      | 96 |

## Sales

|  |    |
|--|----|
| Essentials of Selling: for New Salespeople | 97 |
| Key Account Management in B2B Markets      | 98 |
| Essentials of Sales Management             | 99 |

## Customer Service

|                             |     |
|-----------------------------|-----|
| Customer Service Excellence | 100 |
|-----------------------------|-----|

## Executive Assistants

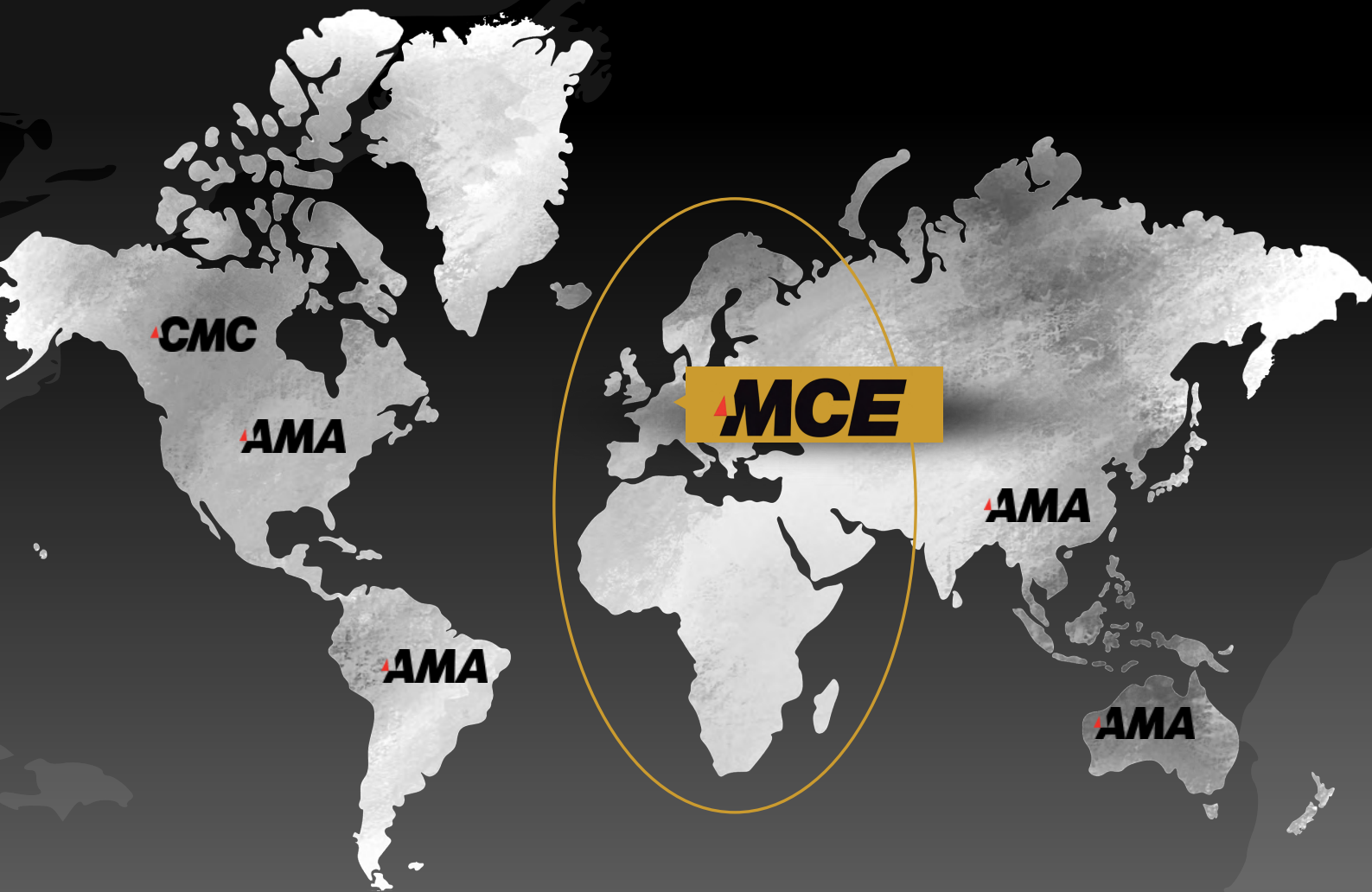
|  |     |
|--|-----|
| The Professional Executive Assistant                 | 101 |
| Partnering with Your Boss                            | 102 |
| Communication and Influence for Executive Assistants | 103 |
| Management Skills for Administrative Professionals   | 104 |
| MCE Open Programmes Calendar                         | 105 |





# Who is Management Centre Europe?

Management Centre Europe (MCE) is the leading provider of International Management Development in Europe, Middle East and Africa. Founded in 1961, MCE is part of the American Management Association's (AMA) Global Network. So, MCE's training and development solutions are available wherever you are.



**AMA | GLOBAL™**

**MCE**

Europe-Middle East-Africa  
Headoffice in Brussels

**AMA**

Asia-Pacific

**AMA**

Latin America

**AMA**

USA

**CMC**

Canada



What does MCE do?

# MCE's International Management Development Services

## Open Training Programmes

*For Individuals throughout the organization or company:*

- 50+ programmes covering essential leadership, management and business acumen skills
- Available online or face-to-face across the EMEA region
- Faculty with extensive international business experience across industries
- Pragmatic, hands-on and practical approach to learning
- Online or face-to-face classrooms with real case studies
- International focus
- Savings passes available to make your training go even further

## Customized Learning Solutions

*For Teams, Departments, Divisions, Companies or International Groups:*

- 1,700 clients across EMEA and across all industries since 1961
- From lightly tailored to highly customized
- Focused on your company's needs
- MCE Faculty with extensive international business experience across industries
- Pragmatic, hands-on and practical approach
- Combining the best of classroom and digital learning
- Delivered regionally or globally and always with an international focus



Learn more about MCE on [mce.eu](https://mce.eu)

# MCE's Programmes are Practical, Hands-On & Business Focussed

Your people play a key role in getting the business results you need in this changing world. Your strategy and focus are probably changing constantly and today, companies need their employees to be able to make decisions that support it all the time. So, whether it is an open training programme, an off-the-shelf solution or a customized learning solution, all of MCE's programmes focus on business. Our programmes are practical, with real case studies, role plays and feedback from peers and from MCE's Faculty.

## How does MCE get results?

MCE takes a solid and practical approach to helping you cope with change, implement your strategy and develop yourself or your managers. We talk straight, we don't try to re-think your business strategy and instead, we fully tap on your market experience and corporate knowledge.

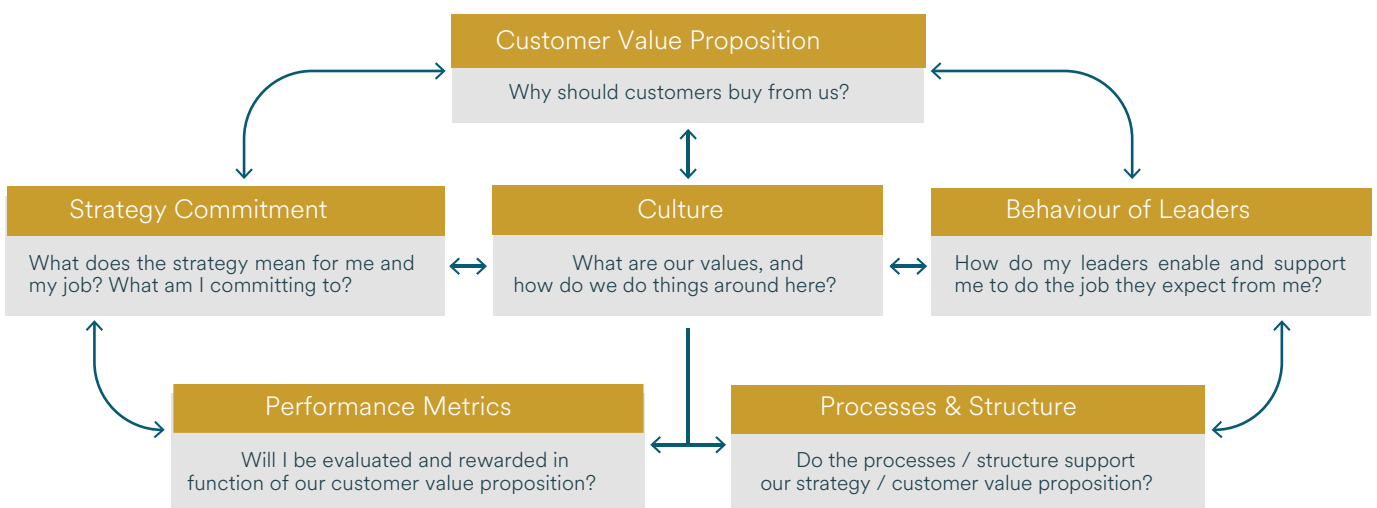
## Telling people what to do doesn't work anymore

When faced with the speed and complexity of modern business life, it can be tempting to stick to the old ways of telling people what and how to do it. Successful organizations have left behind command-and-control styles of leadership and instead, organizations foster intellectual capital and expect their employees to come up with innovative solutions (knowledge economy). To respond to customer needs, people increasingly must plan their own work and make their own decisions. Leaders should encourage this behaviour ensuring that it remains focused on the right objectives.

## The MCE Leadership Model

People need to make their own decisions. But they must also understand and buy into the strategy and customer value

proposition (CVP) –and fully back it with their actions. That's what strategy alignment means. The MCE Leadership Model will help you understand the basic behaviours of your organization, so you can align it to any CVP or strategy. The model includes six dimensions that drive the attitudes and behaviours of people in any organization. These dimensions form a system in which they are interdependent and interact with each other. With strategy, everything is interconnected. Your strategy needs to be clear and so you need to understand how it impacts every part of your company as well as which skills and behaviours each employee needs to carry out their role and back up your strategy.



# MCE's International Management Development

MCE helps you get results by:

## Challenging

- **It's about you:** You are the most important part of the solution. We work with you and leverage your experience to find the answers and develop the skills you need.
- **It's in your face:** We don't leave you in your comfort zone, avoid awkward issues or give up when it gets difficult. We know business is difficult and we are business people, just like you.

## Connecting

- **Across traditional boundaries:** We help break down management barriers to facilitate communication and increase levels of true customer satisfaction and help you (or your teams) get ready for change in your organization.
- **With experienced faculty:** MCE's faculty are successful and senior business executives who understand your challenges and your business.

## Creating

- **What works for you:** We don't pump you full of academic theories and irrelevant case studies, we focus on you and your needs. You won't have to listen to a professor or consultant tell you about standard theories. MCE's Faculty works with you to create the right solution for you.
- **YOUR best practice:** One size doesn't fit all. Someone else's "best practice" is unlikely to be your competitive advantage.

## We Do

- ✓ Work to improve communications across boundaries
- ✓ Use our experience and expertise to help you implement your strategy
- ✓ Challenge – and event confront – you to get the best results for you
- ✓ Recognize your experience and combine it with the latest management thinking to find the best solution for you
- ✓ Our faculty members have all worked at senior management and board levels – they work with you
- ✓ We help you create your own best practices

## We Don't

- ✗ Support management silos
- ✗ Tell you what your strategy should be
- ✗ Leave you in your comfort zone
- ✗ Pump you full of academic theories and old case studies
- ✗ Lecture at you
- ✗ Force other people's best practices on you



# MCE's Internationally Experienced Faculty: The Voice of Experience

In business, the voice of experience counts for more than the latest management theories. MCE is not a business school, so we don't have "lecturers". We are not a strategy definition consulting company, so we don't have lots of junior consultants on our books.

We are a business experience and insights-based company. We focus on the people issues related to change and getting the strategy done. We have a core team of successful managers and leaders from the real world of business. Our business professionals are great facilitators. They are skilled at sharing their knowledge in a group learning experience. They also know how to listen to your business needs and include them in your international management development.

## How does MCE get results?

Each MCE faculty has more than 20 years of recent senior-level business experience. Some of them come from top leadership positions in global companies. Others are from senior positions in functional areas such as Finance, Supply Chain Management or IT. They all

know what works and what doesn't work in the real world of business. All of them have practiced what they preach. They know from their experience about the need for alignment between people and processes in implementing strategy. They know how to break through the barriers that management silos create in many companies.

## Many different industries and sectors:

Professionally, MCE Faculty come from a wide range of industries and business sectors. Their deep knowledge of business comes from years of experience in all parts of the economy. Some come from the pharmaceutical and healthcare industries. There are experts in B2B and B2C Markets. Others are from basic industries such as mining, metals and manufacturing. Still others have decades of experience in banking, telecommunications and energy exploration and production including oil and gas. There are former executives from marketing, sales, finance, ICT, supply chain, production, HR and many other business specialties.

## Working with people from other countries and cultures:

When the members of your team come from more than one country, you may find an extra level of challenge in working with them. Based on their experience working in countries around the world, MCE's international faculty can help you:

- Create positive working relations with people from other countries and cultures.
- Work toward your goals in foreign and unfamiliar settings.
- Become more aware of risks and opportunities in working with many nationalities.

MCE's Faculty invite everyone to share their experiences and learn from each other. This exchange of ideas is a key aspect of MCE's approach to developing global executives.



MCE's

# Customized Learning Solutions

At MCE we develop your people to get your strategy done in a time of change. We do not tell you what your strategy should be or what processes you should use. Instead, we work with you to “make things happen” in your company. We believe that international management development in the three key areas of leadership, management and business skills are crucial to making things happen.

## How MCE works with Our Clients

MCE's 6-step approach to customizing training solutions to meet your company's needs



# MCE's 6-step approach

## 1 Understanding the situation at your company

Before we begin to work with you on the right solution for you and your company, we talk to your senior management and line management. To put the right solution together we try to fully understand:

- The business environment in which your company operates. What is happening in the market? What are the key trends? How is change effecting you daily, weekly, monthly....
- Your organization itself and its particular strategy. How is your company set up? What is your customer value proposition, and do you deliver it?
- The processes and procedures currently in place. How does each department work? How does one department work with another, and how do they communicate?
- The people issues related to implementing your strategy. Does everyone understand and “buy-in” to the strategy? What works and what doesn’t work, and why is that the case?

## 2 Analysing what your Company needs

- Once we understand who you are and the environment in which you operate, we:
- Interview key people in your company, in particular line managers, to find out what is really happening and what change means for them.
- Look outside of your company for external advice from people who have dealt with challenges just like yours and understand your business.
- Use measurement tools that show how willing and able your people are to implement your chosen strategy and to adapt to change.

## 3 Deciding on the right Customized Learning Solution for your Company

Based on our interactions, calls and meetings to understand and analyse your needs, we then suggest:

- The type of management development that we think would benefit your company, and who we think should take part.
- Other activities to expand the knowledge and develop the skills of your people.
- We then discuss the proposal with you to make sure that it is really right for you. We review it together and adjust it if necessary. We want to be sure that all stakeholders are on the “same page”, and that our proposed customized learning solution will help your organization move forward in the right direction to get results.



# MCE's 6-step approach

4

## Development of the solution for your Company

We work with you to develop a Customized Learning Solution just for you. Your input is vital as a key part of the solution deals with the challenges that you face as a company and how these challenges can be overcome. In many cases, the solution involves a management development programme.

5

## Implementation of the Solution for your Company

MCE's activities and programmes are very interactive and practical. They are hands-on, and results driven. Small groups mean that each participant receives individual attention. MCE's Customized Learning Solutions are highly customized to the needs of the client company. They incorporate relevant case studies and deal with issues and challenges that you face in the workplace every day.

6

## Results & Benefits for your Company

MCE's activities and programmes produce clear results and benefits. These include:

- Development of new skills and behaviours to get results you need.
- Clear follow up goals, KPIs and specific tasks for teams and individuals.
- A practical methodology that you can implement immediately on your return to work.
- A "guidebook" of best practices specific to your company and role.
- A road map of key areas for improvement.
- Better teamwork and communication.



Learn more about our 6 steps approach on: [mce.eu/sixsteps/](https://mce.eu/sixsteps/)

# Management Training Programmes Delivered Near You

Available in

**30+**  
countries



**Managers and business professionals need to get equipped with new skills, competencies & behaviours to cope with the ever-changing business environment.**

**To support your international management development:**

- MCE's Open Training Programmes available online or face-to-face all over the EMEA region
- Intensive and practical for maximum impact
- Business oriented, what you learn you will be able to apply the next day at your work
- Competitive pricing for companies to maximize your company's budget - talk to us about savings passes.

• Nairobi

# MCE Mini MBA

Get equipped with practical operational and managerial skills that will support the development of your management career.

More than

**1 million**  
participants globally

Boost your career and become a great “all-round manager” with the Mini MBA. The programme includes the key areas of Leadership, Strategy, Finance, Marketing, Sales and Supply Chain Management in just 5-Days (or 12 online sessions)

Also available for different industries:

Pharmaceutical, Oil & Gas, Medical Devices, Mining, Chemicals and others.



For more information please visit [mce.eu/minimba/](https://mce.eu/minimba/)



# Management Centre Europe's 3 Leadership Areas

MCE believes that in order to become a well-rounded manager and leader, based on our experience helping more than 10 million professionals develop their skills, managers and leaders need to understand and develop their personal skills (Leading Self), they also need the competencies to manage people in all its aspects (Leading Others), and they also need solid business knowledge and skills (Leading Business). These 3 dimensions, around which 360° leadership should be built and developed, are critical to succeed and grow as a manager and leader.



## Self

Build and improve your skills in the areas of assertiveness, communication, personal influence, conflict resolution, negotiation and time management.

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## Others

Gain the skills that will help you evolve from being a competent new manager to successfully managing and leading people with a vision, strategy and the competency to engage people towards common business and organizational goals.

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## Business

Drive performance and achieve your goals in your specialized area such as General Management, Marketing, Sales, Finance, Project Management, Strategy, and Sustainability.



# Leading Self:

## Training Programmes List

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|  |    |
|--|----|
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| Communicating to Your Senior Management and Key Stakeholders | 18 |
| Essentials of Conflict Management                            | 19 |

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|                                    |    |
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|  |    |
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### New Ways of Thinking

|  |    |
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### The Virtual Business World

|                                    |    |
|------------------------------------|----|
| The Successful Virtual Team Member | 31 |
| The Virtual Trainer                | 32 |

### Time Management

|                               |    |
|-------------------------------|----|
| Essentials of Time Management | 33 |
|-------------------------------|----|

# Communicating Up, Down and Across the Organization

Become a strong, passionate, and effective communicator with your colleagues, managers and senior management

## Highlights

- A practical, hands-on and business focused programme with lots of role plays and real business situations
- Learn to communicate with all levels of the organization including senior management and peers

## Key Competences

- Communication skills
- Motivating your team
- Building self-confidence
- Influencing skills
- Developing your message
- Building trust & credibility

## The Right Programme for You

You want and need to be a professional, clear and effective communicator with your colleagues, boss and senior management. This programme gives you the skills you need in today's business world.

Managers

Business Professionals



## Learn, Practice and Use

- **Analyse** your audiences and different possible situations in advance
- **Create** simple processes to adapt your message to specific audiences
- **Apply** clear strategies to influence and motivate others throughout the organization
- **Understand** how communication can impact how much influence you have
- **Exhibit** a strong sense of self-confidence with your peers, direct reports and managers
- **Practice** skills for delivering messages that are clear, professional and effective
- **Use** different presentation formats to motivate, influence and inform
- **Identify** the best uses of communication technologies available today
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€1,995

### Live Online



**4 X 3-hour sessions**  
€1,995

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)



# How to Communicate with Diplomacy, Tact and Credibility

Be a consistently professional communicator - even in the most difficult circumstances and situations

## Highlights

- Learn and practice your communication skills with role plays to become more diplomatic, tactful and credible
- Develop your listening skills to build and improve your professional image

## Key Competences

- Communicating diplomatically
- Key listening skills
- Visual, verbal & vocal skills
- Stress management when communicating
- Using the right style

## The Right Programme for You

It is not always easy to be diplomatic and tactful, but you can learn how to do it. If you find it challenging to communicate in difficult situations, this programme helps you to develop these key skills.

Managers

Business Professionals



## Learn, Practice and Use

- **Apply** diplomacy and tact to be a credible and effective communicator in your organization
- **Manage** the impact your communications have on your image internally and externally
- **Define** and adapt your own personal communication style
- **Develop** and demonstrate better listening skills with your colleagues
- **Understand** the importance of perceptions in all situations
- **Explore** communication style differences and learn to flex your own style
- **Recognize** the impact of stress on communications and be able to adjust for it
- **Know** what makes effective, powerful communication and develop the skills to implement it
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€2,295

### Live Online



**4 x 3-hour sessions**  
€2,295

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

# Communicating to Your Senior Management and Key Stakeholders

**Bestseller**

Learn to communicate to your senior executives, get their buy-in and move forward with your projects and ideas

## Highlights

- Understand and use different types of business presentations you need as your career progresses
- Learn to adapt your messaging and style to different audiences
- Be able to handle difficult questions and interruptions

## Key Competences

- Strategic communication
- Understanding the needs of senior executives
- Business presentations
- Defending your ideas
- Adapting your messages

## The Right Programme for You

You are a manager or business professional who needs to get the buy-in and commitment from your senior managers or key stakeholders for projects, ideas or budgets.

**Managers**


## Learn, Practice and Use

- **Communicate** in a way that senior managers listen, remember, and are willing to support
- **Sell** your ideas, report your results and raise issues that need to be addressed
- **Connect** what you want to say to the strategic goals of the organization that senior management care about
- **Handle** interruptions and tough questions in a professional way
- **Defend** your ideas or data without getting defensive and losing your focus
- **Improve** your own profile and credibility in the organization
- **Prepare** your presentations in advance and adapt the content to your audience
- **Use** visual aids, your voice and movement to create greater impact
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**4 days**  
**€4,295**

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

# Essentials of Conflict Management

Develop the key skills you need to manage conflict and keep your team focussed on the real results

## Highlights

- Learn key models to manage conflict in business including:
  - the "Model to Disagree" (to turn conflict into discussions)
  - the P.U.R.R model (for understanding)
  - the 5-step approach (to map conflicts)

## Key Competences

- Conflict management
- Gaining trust and support
- Understanding real interests
- Listening for feelings
- Turning disagreements into positive business discussions

## The Right Programme for You

You have been faced with conflict in your team, department or organization and you need to develop the right skills to manage it effectively and positively.

Senior Managers

Managers

## Learn, Practice and Use

- **Recognize** the underlying causes of conflict in business
- **See** the difference between disagreement and conflict
- **Map** conflict using a five-step approach
- **Identify** ways to develop flexible responses to personal and professional conflicts
- **Turn** disagreements into positive discussions by applying the "Model to Disagree"
- **Know** how trust is lost and regained during disputes
- **Understand** why relationship conflict and content conflict should be handled differently
- **Identify** your own feelings and actions when faced with conflict
- **Share** your own knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€2,295**

### Live Online



**4 X 3-hour sessions**  
**€2,295**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Effective Presentation Skills

Learn how to captivate your audience, present your ideas with passion and manage your own stress

## Highlights

- Your presentations will be recorded for playback and review
- Track your personal progress throughout the programme by seeing what your audience see
- Get instant feedback, advice and tips

## Key Competences

- Presentation skills
- Developing your content
- Balancing verbal & non-verbal
- Relaxation techniques to manage presentation stress
- Handling questions



## The Right Programme for You

You do not have a lot of experience of presenting in public, and you want to be able to speak in front of groups, pitch ideas to colleagues or management and manage your own stress levels.

Managers

Business Professionals

## Learn, Practice and Use

- **Tailor** your presentation to your audience
- **Use** relaxation techniques to overcome nervousness
- **Learn** how to project your voice and use pauses to dramatize your point
- **Expertly** handle difficult questions and situations
- **Communicate** with clarity and conviction
- **Gain** confidence in your presentation skills
- **Manage** different room setups for different occasions
- **Anticipate** and avoid equipment problems
- **Condense** a speech outline into notes you can speak from
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
**€2,495**

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)



# Effective Executive Speaking

Take your public speaking to the next level! Speak, present and communicate with poise, power and persuasion

## Highlights

- With breakout sessions, practical role plays, and exercises you really learn how to become a great executive speaker
- Give unexpected and prepared speeches during the programme and get personalized and live feedback

## Key Competences

- Unexpected speech making
- Using voice, visuals & actions
- Preparing your presentation
- Managing nervousness
- Getting buy-in
- Making motivational speeches

## The Right Programme for You

You are a senior manager or executive who has some public speaking experience. You want to improve your skills in speaking in front of groups, making presentations, selling ideas to others and facing cameras and microphones.

Senior Managers

## Learn, Practice and Use

- **Conquer** your fear and connect the minds and hearts of the audience
- **Tailor** your presentation to your audience
- **Reach** reluctant, uncommitted and inactive audiences
- **Use** relaxation techniques to overcome nervousness
- **Learn** how to project your voice and use pauses to dramatize your point
- **Expertly** handle difficult questions and situations
- **Communicate** with clarity and conviction
- **Practice** articulation methods and make impromptu speeches easily
- **Learn** how to use voice, actions, images and language in public speaking
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
**€3,795**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Giving Great Virtual Presentations

Get strategies, techniques and hands-on experience to make professional and impactful virtual presentations

## Highlights

- Learn and use the 5 P's of virtual presentations - Probe, Plan, Practice, Present and Process
- This programme is highly interactive with lots of exercises and role plays to support your learning

## Key Competences

- Making virtual presentations
- Managing virtual Q&As
- Managing online stress
- Adapting your language
- Selecting your virtual channel
- Informing and influencing

## The Right Programme for You

You are a business professional who participates in virtual interactions. You want to express and present your ideas with confidence, skill, and savvy in the virtual business world.

Managers

Business Professionals



## Learn, Practice and Use

- **Speak**, think, and deliver your message with greater precision
- **Shape** and organize your presentation effectively for an online environment
- **Select** the best virtual channel for your message and objectives
- **Engage** and hold the attention of your virtual audience
- **Make** optimal use of your voice and body language in a remote environment
- **Overcome** camera/microphone anxiety and related stress
- **Manage** virtual question-and-answer periods with confidence and savvy
- **Inform** and influence listeners and get the best results
- **Make** use of your voice, body language in a virtual presentation
- **Understand** the online platforms and production environments
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Live Online



4 X 3-hour sessions  
€1,995

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Developing Personal Influence and Impact

**Bestseller**

Get the influencing skills you need to get things done today with your colleagues throughout the company

## Highlights

- You practice and develop your influencing skills with extensive role plays, case studies and exercises over 4 days
- Develop a personal action plan that you take back with you to implement in your organization immediately

## Key Competences

- Persuasion and influence
- Developing self-confidence
- Interpersonal effectiveness
- Managing resistance
- Building networks
- Navigate corporate politics

## The Right Programme for You

Influencing is an important part of your role, and you have regular contact with a wide range of colleagues across different areas of the organization. You want to improve your influencing and persuasion skills.

**Managers**
**Business Professionals**


## Learn, Practice and Use

- **Influence** the people you need to get your project done and to meet your goals and objectives
- **Manage** internal politics and difficult people and overcome resistance
- **Project** a stronger, more confident and professional image so that others will listen to you
- **Build**, manage and leverage a personal network of colleagues
- **Apply** a wider range of high impact influencing strategies to get what you need, regardless of your position or level of authority
- **Develop** a personal action plan that you will take back with you to implement within your organization
- **Understand** power, politics, persuasion and the impact on strategy execution
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

**Face-to-Face**

**4 days**  
**€3,995**

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
 More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
 More information at [mce.eu/inco](https://mce.eu/inco)

# Expanding Your Influence

## Understanding the Psychology of Persuasion

Learn the key principles of persuasion and how to build your influence in your organization

### Highlights

- Use the Influence Model to identify and the major categories of the Laws of Persuasion
- Practice and use the Pre-Persuasion Checklist to prepare for a situation where you need to influence a colleague

### Key Competences

- Persuasion and Influence
- Getting buy-in
- Understanding decision making
- Balancing emotion & logic
- Applying ethical approaches
- Negotiating & managing

### The Right Programme for You

You are a manager in sales, project management, purchasing, marketing etc. and you want to understand the psychological principles behind how people make the right decisions in business.

Managers



### Learn, Practice and Use

- **Explore** the psychology behind persuasion & influencing
- **Motivate** others to say "YES!" the first time around
- **Discover** what prompts people to say yes or no in business situations
- **Overcome** objections before they happen
- **Customize** persuasion techniques for every situation in your business role
- **Role-play** a solution to your biggest influence challenge at work
- **Learn** tactics to protect yourself from unethical behaviour
- **Prepare** to influence in a business situation by using the Pre-Persuasion Checklist
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Live Online



**3 x** 3-hour sessions  
**€1,995**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# Getting Results without Authority

Get things done in your organization by negotiating, influencing and persuading

## Highlights

- Learn and use the Commitment Model to understand why commitment from others does not happen by chance
- Use the Personal Power Model to improve your influencing and persuasion skills in different business situations

## Key Competences

- Persuasion and Influencing
- Creating win-win situations
- Building relationships
- Managing conflict
- Negotiation skills
- Managing key stakeholders



## The Right Programme for You

You are a business professional who needs to get work done through others or you need to convince another person to buy into an idea or follow up on a request.

Managers

Business Professionals

## Learn, Practice and Use

- **Establish** or regain credibility so you can begin to influence people
- **Effectively** use your power base to persuade others (Personal Power Model)
- **Understand** the person you're trying to influence—and persuade through give-and-take
- **Develop** and grow relationships within your organization and beyond
- **Create** a collaborative work environment for faster, better results
- **Let** communication differences work for, not against, you
- **Achieve** trust and give-and-take relationships up, down and across the organization
- **Influence** people while projecting self-confidence without being pushy
- **Adapt** your style to the person or situation you're dealing with
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
€2,495

### Live Online



**4 X 3-hour sessions**  
€1,995

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

# Essentials of Negotiation

For Business Professionals

Previously: Negotiating to Win

Get the skills, insights and competencies to conduct negotiations successfully at every level

## Highlights

- Identify and use the six stages of the Negotiation Model
- Explore the four dimensions of DISC and how it impacts persuasion and negotiations
- Plan your own strategy to apply to your negotiations

## Key Competences

- Negotiation skills
- Active listening skills
- Communication skills
- Persuasion and Influence
- Planning for negotiations
- Managing confrontations

## The Right Programme for You

You work in sales, purchasing or are a head of a team or department, and you need to negotiate the best possible terms of an agreement for your company. This programme gives you the skills you need.

Managers

Business Professionals



## Learn, Practice and Use

- **Know** when—and when not—to negotiate
- **Develop** an effective plan and strategy for any negotiation you encounter
- **Learn** the 6 stages of the Negotiation Model
- **Know** what behaviour to adapt at each stage of the negotiation process
- **Successfully** apply the principles of persuasion to any negotiation situation
- **Effectively** negotiate face-to-face, on the phone or through e-mail and other media
- **Understand** the four dimensions of DISC and the style tendencies of each
- **Identify** why negotiations become derailed and how to avoid negotiation traps
- **Learn** how to use different communication techniques in different situations
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



3 days  
€2,995

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

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More information at [mce.eu/inco](https://mce.eu/inco)

# Developing Your Analytical Skills

## How to Research and Present Information

Quickly synthesize qualitative data, analyse the impact, and make informed decisions

### Highlights

- Use a 2x2 grid and a Swot Analysis to evaluate ideas and analyse strategies
- Understand and use the 3 steps of the analytical process: plan, analyse and conclude

### Key Competences

- Analytical thinking
- Making decisions using data
- Creating short presentations
- Organizing, collecting and evaluating data
- Making recommendations

### The Right Programme for You

You are faced with a lot of data, and you need to learn essential analytical skills to make more informed and evidence-based decisions that benefit your team, department or organization.

Managers

Business Professionals



### Learn, Practice and Use

- **Identify** relevant information
- **Research** and organize data from multiple sources in the right formats
- **Categorize** data for analysis before starting
- **Make** difficult decisions involving qualitative data
- **Perform** analysis from multiple perspectives
- **Recognize** patterns and determine what they mean for your business
- **Evaluate** the evidence to identify the best opportunity or most rational solution
- **Communicate** findings and recommendations clearly in a brief presentation
- **Use** 2x2 grids and SWOT analyses to evaluate ideas and analyse strategies
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€2,295

### Live Online



**4 x 3-hour sessions**  
€2,295

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
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### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

# Critical Thinking

## Demonstrate clearer and more effective critical thinking skills in your business role

### Highlights

- Get your personal "My Thinking Styles Assessment" which looks at your thinking style preferences
- Learn and use the RED model for critical thinking - Recognize assumptions, Evaluate assumptions, Draw conclusions

### Key Competences

- Critical thinking skills
- Flexible mind-set
- Understand thinking styles
- Analytical & innovate thinking
- Action planning using data
- Drawing conclusions

### The Right Programme for You

You are a manager or team leader and need to become a critical thinker and make better decisions in your role. You want to understand and learn how to do it, when to do it and why to do it.

Managers



### Learn, Practice and Use

- **Explore** real-world examples of why critical thinking is so important in business
- **Learn** to use critical thinking skills when making business decisions
- **Choose** the right techniques to recognize assumptions, evaluate arguments and draw the right conclusions
- **Discover** 7 ways to spot a weak argument
- **Know** how to translate an abstract idea into something tangible
- **Identify** 8 barriers to effective critical thinking
- **Minimize** the impact of job pressures on your thinking processes
- **React** with curiosity instead of emotion
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€2,595

### Live Online



**4 X 3-hour sessions**  
€2,595

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# Strategic Thinking

## Develop your strategic mindset to increase the overall success of your strategic plans

### Highlights

- Compare and contrast strategic thinking to analytical thinking, critical thinking, and inductive and deductive reasoning
- Create an action plan for development of strategic thinking skills in your role

### Key Competences

- Strategic thinking processes
- Understanding influences and relationships in your company
- Assessing your strategy
- Generating new ideas
- Embracing necessary risks

### The Right Programme for You

You are a manager, director or leader who needs strategic thinking skills to gain better business insights and identify trends that can contribute to a more successful business strategy.

Senior Managers

Managers



### Learn, Practice and Use

- **Explore** ways to challenge your assumptions and view your business in a new light
- **Learn** and apply different thinking methods to avoid groupthink
- **Control** reactive fixes to problems even in an uncertain business environment
- **Generate** new ideas and evaluate future scenarios before your competitors do
- **Know** when to embrace necessary risk, even if resources and information are limited
- **Learn** to create better short-term goals that support long-term strategy
- **Compare** and contrast strategic thinking to analytical thinking, critical thinking and inductive and deductive reasoning
- **Recognize** and use thinking skills that support imagining new ways of relating to your market and your customers
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€2,595**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Design Thinking

A Customer-Centric Process for Rapid Innovation

Learn a low-cost and low-risk method to generate new business solutions

## Highlights

- Learn how to develop and use a repeatable process to drive rapid innovation in your organization
- Use role plays and exercises to develop an experimental mindset and embrace uncertainty

## Key Competences

- Design and analytical thinking
- Driving change and innovation
- Adapting a flexible mind-set
- Creating practical solutions
- Mapping key stakeholders
- Presenting your ideas

## The Right Programme for You

You are an international manager, and you want to explore new ways to innovate rapidly in your company today. You need to drive innovation and do it systematically.

Senior Managers

Managers



## Learn, Practice and Use

- **Understand** how design thinking can improve organizational and personal performance
- **Embrace** uncertainty and develop an experimental mindset to act quickly
- **Create** a new process and attack problems from a completely new angle
- **Convert** ideas into customer value and market opportunities
- **Release** your group's creative thinking and sharpen critical analysis skills
- **Create** more progressive and practical solutions for real-world problems
- **Balance** constraints and technical limitations with customer preferences
- **Develop** design thinking to foster collaboration across functions of the organization
- **Learn** how to use a repeatable process to drive rapid innovation each time
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



2 days  
€2,995

Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# The Successful Virtual Team Member

Learn how to become a proactive and valued virtual team by communicating effectively online

## Highlights

- Rate yourself against the characteristics of the effective virtual team member today
- Increase the overall visibility of your work & contributions
- Practice online communication with role plays & exercises

## Key Competences

- Remote working relationships
- Influencing others virtually
- Developing a flexible mind-set
- Building trust, credibility and professionalism
- Using your voice & image

## The Right Programme for You

You are a business professional, and you have frequent virtual meetings and calls with colleagues. You need to learn how to become a valued virtual team member and communicate effectively.

Managers

Business Professionals



## Learn, Practice and Use

- **Identify** the differences, challenges and benefits associated with working remotely
- **Rate** yourself on the characteristics of an effective virtual team member
- **Determine** behaviours that foster trust, credibility and professionalism in a virtual world
- **Use** your voice to engage and influence others—virtually
- **Select** the communication modes that match your message
- **Build** relationships with your team members and leaders in a virtual environment
- **Address** cultural differences that can create friction or frustration
- **Recognize** the differences between face-to-face and online meetings & objectives
- **Ask** for feedback and promote collaboration online
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Live Online



**3 X** 3-hour sessions  
€1,995

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# The Virtual Trainer

## Success Strategies for Facilitating Live Online Training

### Prepare, develop and deliver highly engaging online learning experiences

#### Highlights

- Learn and practice using real-world examples and role plays
- Manage the mix of time, distance, technology & culture
- Identify and understand the keys roles of the designer, developer, facilitator and producer

#### Key Competences

- Using your voice & energy
- Developing online learning
- Adapting to technology
- Creating engagement
- Using online tools
- Creating backup plans

#### The Right Programme for You

You are a trainer with 3-5 year's experience. You now need to develop your facilitation techniques for an online environment. You want to learn how to develop and deliver effective and professional online learning.

Business Professionals



#### Learn, Practice and Use

- **Apply** best practices for creating and delivering highly effective, live online learning experiences
- **Plan** and coordinate the crucial “before, during and after” action steps
- **Employ** techniques to create and maintain learner engagement and retention
- **Use** proven voice, energy and questioning techniques as powerful training resources
- **Capitalize** on the best online learning opportunities and help ensure trouble-free sessions
- **Know** what resources to provide learners to manage their learning environment
- **Choose** delivery methods designed to close performance gaps
- **Practice** presenting to a group
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

### Practical Information

#### Live Online



4 x 3-hour sessions  
€2,295

#### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

#### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)



# Essentials of Time Management

**Boost your productivity, manage your stress, and with the most effective ways to manage your time!**

## Highlights

- Pinpoint the things that make you waste too much of your time and learn how to avoid them
- Learn how to set clear expectations with colleagues, customers and your boss and avoid frustration

## Key Competences

- Personal efficiency
- Focus and concentration
- Multitasking strategies
- Time management
- Managing priorities
- Managing stress

## The Right Programme for You

You are a manager working on a lot of projects. You need to learn how to shift your focus from managing time to managing yourself, and set expectations with your key stakeholders to avoid frustration and stress.

Managers

Business Professionals



## Learn, Practice and Use

- **Set** and accomplish realistic and achievable goals for your work
- **Create** priorities and establish realistic boundaries
- **Recognize** and deal with your time-wasting actions and tasks
- **Improve** your concentration and efficiency overall
- **Break** indecision and procrastination habits that everyone has
- **Use** technology to help manage your time and results
- **Create** and recharge your positive energy - that is very important for everyone
- **Shift** your focus from managing time to managing yourself
- **Learn** how to use a robust planning process to analyse and review plans
- **Set** clear expectations with colleagues, customers and your boss
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€1,995**

### Live Online



**4 X 3-hour sessions**  
**€1,995**


### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# MCE Women's Leadership Centre

## Training Programmes List

|   |    |
|---|----|
| MCE Women's Leadership Certificate Programme                    | 35 |
| Leadership Development for Women                                | 36 |
| Women Leading with Impact: Resilience and Strategic Risk-taking | 37 |
| Assertiveness Training for Women in Business                    | 38 |
| Executive Presence for Women                                    | 39 |



Women will feel empowered and know they have the strategic skill sets to be a confident leader.



For more information please visit  
[www.mce.eu/wlc](http://www.mce.eu/wlc)

# MCE Women's Leadership Certificate Programme

Build the key leadership skills you need to boost your career and earn MCE's Women's Leadership Certificate

## Highlights

- Your leadership style: use a professional assessment framework to explore your personal leadership style
- Convincing & influencing: Learn how to make compelling business cases and 'sell' your ideas effectively

## Key Competences

- Leading with conviction
- Leadership styles
- Convincing messages
- Leadership voices
- Strategic execution
- Negotiation as a leader

## The Right Programme for You

You are a business woman on a leadership career path. You want to improve your leadership competencies and increase your impact and confidence in a sometimes challenging business world.

Middle Managers

Managers



## Learn, Practice and Use

- **Develop** the crucial leadership skills you need to boost your career
- **Increase** your confidence and be comfortable with risk-taking in your role
- **Find** your true, dynamic voice as a leader and shape an authentic leadership message throughout the organization
- **Identify** yourself, and be identified, as a total, professional manager and leader who brings value to the company
- **Learn** how to lead with courage and conviction
- **Become** a great negotiator in your leadership role
- **Learn** how to navigate organizational politics
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€2,995

### Live Online



**4 X 3-hour sessions**  
€2,995

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

### Includes free membership

All participants get free access to MCE's Women's Leadership Centre including special offers, networking events, exclusive content and more.

# Leadership Development for Women

Get the key leadership skills you need to boost your career in today's competitive business world

## Highlights

- Create your own personal action plan to develop your ideal leadership network
- Understand the 4 key performance zones: Blah, Comfort, Stretch and Yikes

## Key Competences

- Assertiveness skills
- Leadership styles
- Convincing messages
- Smart risk taking
- Building networks
- Managing office politics

## The Right Programme for You

You are a woman in an international management role. You want to boost your career and get that next promotion. This programme gives you the skills you need to strategically use your strengths and abilities and develop your own leadership style.

Middle Managers

Managers



## Learn, Practice and Use

- **Overcome** overt and hidden biases against women as leaders
- **Adopt** a competitive mindset that leverages your strengths as a woman
- **Build** a wide and strategic network of key stakeholders to support your career
- **Avoid** taking a perfectionist approach to competitive and challenging situations
- **Recover** from losses quickly by learning to take things less personally
- **Learn** to deal with hypercompetitive colleagues with whom you have low trust
- **Identify** your own interpersonal effectiveness profile
- **Develop** a practical approach to taking smart risks
- **Understand** why it is important to develop a resilient mindset
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



**2 days**  
**€2,995**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

### Includes free membership

All participants get free access to MCE's Women's Leadership Centre including special offers, networking events, exclusive content and more.



# Women Leading with Impact

## Resilience and Strategic Risk-taking

Get the skills to be more comfortable with strategic risk-taking and become a more resilient manager

### Highlights

- Define and practice the 5 characteristics of resilient leaders
- Use the 4-part courage formula to take courageous action
- Learn how to use empathetic language in daily conversations
- Develop your influencing skills to get things done

### Key Competences

- Strategic risk taking
- Confidence building
- Influencing skills
- Courageous mindsets
- Dealing with negativity
- Empathetic skills

### The Right Programme for You

You are a woman in an international management role. You want to boost your career and get that next promotion. This programme gives you the skills you need to manage uncertainty, adapt to tough challenges and influence others.

Middle Managers

Managers



### Learn, Practice and Use

- **Enhance** self-awareness and leverage that ability for future challenges
- **Demonstrate** confidence and openness through verbal and non-verbal communication
- **Identify** new strategies to find solutions outside your comfort zone
- **Reframe** uncertainty and work through hesitation to speak up and resolve conflict
- **Know** how you're coming across to others & adapt to make the most effective impact
- **Identify** the 5 tenets of a resilient, strategic, risk-taking mindset
- **Use** the 4 part courage formula to start taking courageous actions
- **Utilize** the power of perception when influencing others
- **Learn** techniques to handle negative emotions in the face of adversity
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€2,295**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

### Includes free membership

All participants get free access to MCE's Women's Leadership Centre including special offers, networking events, exclusive content and more.

# Assertiveness Training for Women in Business

Get the tools and techniques you need to become more assertive and successful in your management role

## Highlights

- Assess and identify your own assertiveness style preferences
- Get comfortable in your own S.K.I.N - support self-esteem, know self, initiate dialogue, negate negative self-talk
- Explore the 5 step model to express assertive language

## Key Competences

- Assertiveness skills
- Communication skills
- Conflict management
- Learning to say no
- Stress management
- Work-life balance

## The Right Programme for You

You are a woman in an international management role. You want to strengthen your assertiveness techniques, alleviate weaknesses, and improve your overall communication skills.

Middle Managers

Managers



## Learn, Practice and Use

- **Recognize** the characteristics of the four key assertiveness styles
- **Assess** your individual assertiveness style and how effective it is
- **Develop** an action plan to overcome at least two of your personal obstacles to assertiveness
- **Learn** how to capitalize on the strengths of your leadership style—and minimize weaknesses
- **Flex** your leadership style preference to interact effectively and assertively with others
- **Incorporate** assertiveness techniques into everyday tasks and actions
- **Learn** stress and anger management techniques
- **Differentiate** between verbal and non-verbal communication styles of men and women
- **Explore** the 4 special assertiveness techniques: broken record, fogging, negative assertion and negative inquiry
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
€2,995

### Live Online



**4 x 3-hour sessions**  
€2,295

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

### Includes free membership

All participants get free access to MCE's Women's Leadership Centre including special offers, networking events, exclusive content and more.

# Executive Presence for Women

Develop your own personal authentic executive presence as a woman in an international management role

## Highlights

- Understand the key pillars of executive presence
- Use story telling as part of your communication strategy
- Learn how to recover from verbal and non-verbal slip-ups and mismanaged emotions to retain executive presence

## Key Competences

- Executive presence
- Communication skills
- Story telling skills
- Managing emotions
- Verbal/non-verbal skills
- Confidence skills

## The Right Programme for You

You are a woman in a middle or senior management role. You want to be seen as a credible leader. This programme gives the key skills you need to improve your verbal and non-verbal executive messages and presence

Senior Managers

Managers



## Learn, Practice and Use

- **Learn** how body language and verbal behaviours affect your image as a leader
- **Recognize** how small changes can improve your ability to be perceived as powerful
- **Learn** how to project confidence in any business situation
- **Explore** and practice the key pillars of executive presence
- **Learn** how to adapt your composure and manage emotions in difficult situations
- **Identify** strategies for dealing with slip-ups and learn how to recover quickly
- **Avoid** being seen as aggressive or pushy by knowing what strategy to take
- **Develop** your own personal authentic expression of executive presence
- **Assess** your own current executive image and keep what is working well
- **Practice** all these new skills in a safe environment with lots of relevant feedback
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



2 days  
€2,995

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

### Includes free membership

All participants get free access to MCE's Women's Leadership Centre including special offers, networking events, exclusive content and more.





# Leading Others:

## Training Programmes List

### New Management Skills

Essentials of Management 41

### People Management Skills

Successfully Managing People 42

Managing Hybrid Teams 43

Managing People in an International Environment 44

### Leadership Skills

Preparing for Leadership 46

Developing Executive Leadership 47

The Voice of Leadership 48

Leading in a VUCA World 49

Leading with Emotional Intelligence 50

Leading Virtual Teams 51

Agile Leadership 52

Strategic Leadership for Senior Managers 53

Advanced Leadership Programme 54

### Change Management

Change Management Workshop for Senior Executives 55

### Diversity & Inclusion

Finding Common Ground 56

Diversity & Inclusion 57

Developing a Culture of Respect 58

Leadership Strategies for Creating a Respectful Workplace 59

Leading in a Diverse and Inclusive Culture 60

### Agility, Innovation and Change

Strategic Agility and Resilience 61

Managing Chaos 62

Leading Disruptive Change and Innovation 63

Innovation in a VUCA World 64

### Coaching Skills

Coaching from a Distance 65



# Essentials of Management

For New Managers

Bestseller

Get the key skills you need to manage and motivate, to delegate and to become a great all-round manager

## Highlights

- This programme is practical, hands-on and business focused. You learn by using role plays, exercises and tips.
- Learn how to use clear goal setting and professional feedback to manage your team on a daily basis

## Key Competences

- Becoming a great manager
- Delegation strategies
- Coaching skills
- Communication skills
- Motivating your team
- Performance management

## The Right Programme for You

You are a manager with up to 3 years experience and you have a team of 3 or more people. You need to improve your management skills and become a great all-round manager.

New Managers



## Learn, Practice and Use

- **Understand** your management roles and responsibilities
- **Improve** communication with your team & set expectations for you and your direct reports
- **Adapt** your management style to meet the needs of individual team members
- **Communicate** organizational goals that get results
- **Apply** delegation strategies to increase productivity and motivation
- **Use** effective coaching techniques to maximize your team's performance
- **Recognize** different types of work conversations
- **Define** the goals of performance management
- **Understanding** and using the conversational triangle in your management role
- **Practice** delegation discussion in role plays
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€1,995

### Live Online



**4 x 3-hour sessions**  
€1,995

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

# Successfully Managing People

**Bestseller**

Get the key skills to motivate teams, grow your emotional intelligence, delegate & manage conflict professionally

## Highlights

- Determine your own personal style profile and gain insights into the strengths and limitations of your profile
- Identify and build on the strengths of your team's culture
- Develop a specific personal plan for applying what you learn

## Key Competences

- Motivation, delegation and giving feedback
- Managing conflicts
- People management skills
- Emotional intelligence
- Ethical leadership

## The Right Programme for You

You are a manager with 3+ years experience. You need to learn how to motivate, give feedback and manage conflicts. This programme gives you the key people management skills you need today.

**Managers**


## Learn, Practice and Use

- **Motivate** every member of your team—even if they are very different
- **Adjust** your management and personal style to the needs of different situations
- **Resolve** conflict more effectively in a wide variety of situations
- **Get** more done by using the best delegation techniques for each situation
- **Win** the cooperation and trust from people in your organization
- **Increase** your confidence, management skills, and personal and professional satisfaction in your job by managing people successfully
- **Use** positive and corrective feedback to turn problem employees around and maximize productivity
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
€2,995

### Live Online



**4 x 3-hour sessions**  
€2,295

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

# Managing Hybrid Teams

Learn how to manage your team members in the office and remotely by setting common goals and expectations

## Highlights

- Learn how to use best practice communication skills for managing a team remotely and in the office at the same time
- Get the latest tips for cross-cultural management and communication in hybrid teams

## Key Competences

- Managing remote teams
- Listening skills online
- Building remote relationships
- Driving high performance
- Reducing stress levels
- Adapting to personalities

## The Right Programme for You

You are a manager of a hybrid team, i.e. some staff members in an office and others working remotely. You want to create and set expectations that are equally effective for both groups.

Managers



## Learn, Practice and Use

- **Discover** the characteristics, challenges and perceived value of hybrid teams
- **Ensure** the strong and engaged presence of both in-person and online team members
- **Recognize** different aspects and implications of communication between in-person and online team members
- **Create** a strong message to influence others on the team
- **Assess** team member communication in the absence of visual cues (i.e., body language and facial expressions)
- **Apply** best practices for communicating in both types of work situations
- **Overcome** your biases and preconceptions about both types of work situations
- **Adopt** and practicing new behaviours that will work to your advantage
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



1 day  
€995

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Managing People in an International Environment

Multicultural teams add great value to organizations, but they need great managers to make the most of everyone's talents

## Highlights

- Take the DISC® online self assessment to understand your current and preferred management styles
- This programme uses lots of group work and team building exercises to help you learn and practice effectively with peers

## Key Competences

- Setting team objectives
- Performance management
- Delegation & motivation
- Coaching techniques
- People management skills
- Onboarding and retention

## The Right Programme for You

You are a manager in an international organization or company with 3+ years' experience. You manage a multicultural team and want to make the most of everyone's experience and talents.

Managers



## Learn, Practice and Use

- **Build** a high performance international team
- **Adapt** your management style to the cultural diversity of your team
- **Recognize** the positive benefits for your organization of different cultures
- **Use** effective delegation techniques to adjust to cultural differences
- **Set** goals in an international environment and make sure all your team members are aligned around the overall goal of your team
- **Conduct** effective performance reviews taking backgrounds into consideration
- **Understand** coaching processes and use new techniques to coach people in your team
- **Interview** new international candidates for your organization
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**4 days**  
**€4,295**

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)



# In-Company Training

Develop your people and build strong teams to deal with change.

Our tailor-made training solutions equip the people in your organization with the skills and knowledge they need to implement your strategy, move faster in changing environments and succeed in today's volatile, Uncertain, Complex and Ambiguous (VUCA) business world.



For more information please visit [mce.eu/corporate\\_solutions](https://mce.eu/corporate_solutions)

# Preparing for Leadership

Step into a new leadership role by discovering your unique leadership style to build a productive and motivated team

## Highlights

- Discover your own personal leadership style and learn to adapt your style to the needs of others
- Learn and use methods to plan for the first day, week, month and year of your new leadership role

## Key Competences

- Motivating your team
- Building relationships
- Becoming a great leader
- Managing organizational politics
- Planning your role as a leader

## The Right Programme for You

You are a manager who is moving into a new leadership role. You need to develop key leadership skills and develop your own unique leadership style. This programme prepares you for this new role.

Managers



## Learn, Practice and Use

- **Understand** what a leader is...and is not
- **Discover** your own unique leadership style and project a more dynamic image
- **Determine** which leadership attributes you already possess
- **Apply** lessons learned through leadership training to take on your first leadership position with greater confidence
- **Get** noticed by learning how to look and talk like a leader
- **Find** out what people expect and respect in a leader
- **Apply** lessons learned through leadership training to refine your skills in gaining and using power and influence positively
- **Learn** how to motivate a team, including "difficult people"
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€2,595**

### Live Online



**3 x 3-hour sessions**  
**€2,295**

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

# Developing Executive Leadership

**Bestseller**

Get the executive leadership skills you need to drive your team's performance and boost your own career

## Highlights

- Develop your own personal leadership style and master the competences of effective executive leadership
- Do a self assessment and evaluate the relationships between your leadership challenges and your assessment results

## Key Competences

- Executive leadership
- Coaching, communication and people management
- Decision-making
- Business strategy processes
- Inspiring your team

## The Right Programme for You

You are a manager or executive who leads others who have management responsibilities. You need to develop your decision-making, leadership and motivational skills.

Senior Managers

Managers



## Learn, Practice and Use

- **Identify** and begin to address your leadership challenges
- **Analyse** the results of your self-assessment strengths and development needs
- **Relate** the components of strategic leadership to your organization
- **Assess** your emotional intelligence and its impact on your leadership potential
- **Understand** and apply the concepts of strategic leadership
- **Coach** employees toward improved performance
- **Discover** your personal values and ethics and their influence on your leadership
- **Identify** and apply practices that influence motivation and engagement
- **Assess** the culture of your organization
- **Create** a personal development plan to bolster your executive performance
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
**€3,795**

### Live Online



**4 x 3-hour sessions**  
**€2,995**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](http://mce.eu/inco)

# The Voice of Leadership

How Leaders Inspire, Influence and Achieve Results

Learn how to get buy-in, gain trust and inspire loyalty by communicating as a leader

## Highlights

- Assess your current leadership communication style against the five key traits of effective executive communication
- Find your own leadership voice using assessment, role plays, exercises and feedback

## Key Competences

- Building buy-in, trust & loyalty
- Motivating and inspiring
- Communication skills
- Managing stress & anxiety
- Coaching & mentoring
- Creating a leadership style

## The Right Programme for You

You are an experienced manager or executive. You want to move your leadership skills to the next level by focussing on your leadership voice, your messaging and your personal style.

Senior Managers

Managers



## Learn, Practice and Use

- **Improve** your leadership communication skills
- **Build** greater buy-in, trust and loyalty from your teams
- **Demonstrate** grace under fire and defuse tension
- **Overcome** resistance to change
- **Motivate** followers and inspire them to action across the organization
- **Rally** support in difficult situations
- **Learn** how to coach, counsel and mentor for improved performance
- **Manage** conflict and hostile disputes professionally
- **Use** a matrix to plan your leadership messages
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
€3,795

### Live Online



**4 x 3-hour sessions**  
€2,995

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)



# Leading in a VUCA World

Get the leadership skills you need to lead your company through disruption and change

## Highlights

- Learn 7 new "work hacks" used by some of the most successful companies in the world
- Use the 4 NOPA principles as a roadmap for the transformation process in your company

## Key Competences

- Leadership in a VUCA world
- Change management
- Persuasion and influence
- Developing employer branding today
- Integrating digital thinking

## The Right Programme for You

You are a leader who needs to change your organization's culture to become more dynamic, flexible, agile and resilient. You need to develop your leadership skills to drive your company through this change.

Senior Managers



## Learn, Practice and Use

- **Learn** 7 new "work hacks" used by the some of the most successful companies in the world
- **Get** your organization in shape to navigate during turbulent times and disruptive change
- **Get** a free tool for facilitating and capturing the intelligence of your entire organization
- **Build** a plan and practice techniques to gain buy-in for change
- **Lead** and motivate others towards an agile mindset
- **Experience** 'live' how swarm intelligence really works
- **Use** the NOPA leadership techniques - Networking, Openness, Participation & Agility
- **Integrate** the benefits of the digital world to manage your transformation process
- **Understand** why most traditional leadership styles fail to work in the VUCA world
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€2,995**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Leading with Emotional Intelligence

Lead powerfully with presence & impact and make emotional intelligence a key part of your leadership competences

## Highlights

- Assess your own personal credibility quotient and learn how to influence others with authenticity
- Identify your own emotionally intelligent leadership communication strategies for today and tomorrow

## Key Competences

- Emotional intelligence (EI)
- Change management
- EI listening skills for leaders
- Leadership authenticity
- Developing Empathy
- EI communication strategies

## The Right Programme for You

You are a manager or leader with 5+ years' experience. You want to create a healthy, productive workplace and organizational culture by improving your overall effectiveness through EI.

Senior Managers

Managers



## Learn, Practice and Use

- **Lead** powerfully with presence and impact
- **Gain** valuable emotional insights and awareness to inspire and maintain productive relationships across the organization
- **Manage** and adapt emotional behaviours that expand your sphere of credibility and influence
- **Utilize** empathy to promote strong internal and external relationships
- **Apply** collaborative, inclusive and creative communication practices
- **Harness** emotionally intelligent motivational skills to achieve the best team results
- **Use** emotionally intelligent mindfulness practices when team members experience stress
- **Create** an emotionally intelligent inspiration plan
- **Apply** empathy during the coaching process
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
**€3,495**

### Live Online



**4 x 3-hour sessions**  
**€2,995**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Leading Virtual Teams

Get the virtual leadership skills you need to inspire and motivate your remote or international team

## Highlights

- Define what it takes to lead a virtual team and identify your own personal virtual challenges
- Learn how to apply techniques for frequent, authentic, and transparent leadership communications

## Key Competences

- Virtual leadership
- Online communication
- Creating trust & engagement
- Managing multicultural teams
- Managing conflict online
- Performance management

## The Right Programme for You

You are a manager with team members in other countries or simply operating from home offices. You need to learn how to maximize synergies and productivity of your international or remote team.

Senior Managers

Managers



## Learn, Practice and Use

- **Develop** your virtual leadership presence
- **Strengthen** team networks for improved performance
- **Create** trust and engagement in a virtual environment
- **Select** the appropriate technology for specific types of tasks
- **Take** decisive action to manage conflict when it is online
- **Leverage** generational, cultural and geographical differences to create positive team impact
- **Build** a solid foundation to coach and provide feedback virtually
- **Plan** and facilitate a successful virtual meeting
- **Learn** how to manage performance from a distance
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€2,595**

### Live Online



**3 X** 3-hour  
sessions  
**€2,295**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Agile Leadership

Get started with agile leadership tools to help you manage your work, your teams and your organization

## Highlights

- Get hands-on exercises that will help you in implementing agility in your organization or team
- Create a concrete plan to start transforming your organization into an agile organization

## Key Competences

- Adapting an agility mindset
- Agile leadership skills
- Communication skills
- Management skills 3.0
- Getting commitment
- Change management

## The Right Programme for You

You are a manager, and you want to support or lead agile transformation in your organization. This programme gives you the skills and knowledge to drive these initiatives forward.

Managers



## Learn, Practice and Use

- **Understand** the opportunities of transforming your company into an agile organization
- **Learn** the agile fundamentals that every manager needs and all about Management 3.0
- **Understand** how your organization can become more agile
- **Know** the competencies that characterize agile leaders
- **Create** a list of actions to transform your company into an agile organization
- **Do** an agile assessment to understand where you are today
- **Get** hands-on exercises that help you learn how to be agile
- **Understand** why being agile is not just fashionable but it necessary for your company to survive and thrive in the next years
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



1 day  
€1,295

**Available In-Company**

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# Strategic Leadership for Senior Managers

**Bestseller**

Develop key leadership skills to align your people around your vision and implement your strategy successfully

## Highlights

- Use the MCE Leadership for Strategy implementation model to assess the implications of your Customer Value Proposition
- Create a clear and rigorous strategy implementation plan using the Strategy House Model

## Key Competences

- Strategic change management
- Strategy implementation
- Developing leadership styles
- Implementing your CVP
- Risk management
- Managing complexity

## The Right Programme for You

You are a senior manager or executive. You lead change and strategy implementation in your company. You need to align multiple levels, divisions and locations to achieve strategic goals and objectives.

Senior Managers



## Learn, Practice and Use

- **Lead** strategy implementation and change in your area
- **Have** a plan for aligning your company or division to deliver on your customer value proposition
- **Get** your people's understanding and buy-in so that they can see where they can contribute
- **Assemble** and develop the people with the skills & behaviours that move the strategy along
- **Set** meaningful KPIs and cascade goals to keep everyone focused on the strategy
- **Streamline** processes and structures to better enable your people to implement strategy
- **Create** a clear strategy implementation plan using the "the Strategy House"
- **Segment** your stakeholders and tailor your strategy communication
- **Use** the Net Promoter Score to measure customer loyalty
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**4 days**  
**€4,750**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Advanced Leadership Programme

**Bestseller**

Raise your self-awareness, coach employees confidently & become an inspiring and motivational leader

## Highlights

- Receive 1-to-1 coaching during the programme to identify your personal leadership strengths and your development areas
- Build your own Leadership brand and define your future learning and development plan after the programme

## Key Competences

- Self-awareness as a leader
- Emotional intelligence
- Providing feedback
- Decision-making as a leader
- Balancing work and life
- Working in partnership

## The Right Programme for You

You are a manager of managers with 3+ years experience at this level. You want to learn how to face new executive management challenges and build your own Leadership Brand.

Senior Managers



## Learn, Practice and Use

- **Increase** your own self-awareness as a leader today
- **Measure** your impact on others and their morale
- **Give** and receive feedback on an executive level
- **Lead** and adapt to change in a complex world
- **Handle** pressure and challenging situations with ease
- **Coach** others managers and senior professionals
- **Adjust** and enhance your 'work-life balance' using a Mind-Body-Spirit technique
- **Work** collectively to achieve results for the organization
- **Build** your own leadership approach with help from a personal coach 1-to-1
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



**4 days**  
**€5,250**

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

# Change Management Workshop for Senior Executives

## Where to Start and What to Change

Use a practical model and approach to drive successful change and transformation in your organization

### Highlights

- 3 weeks after the programme, you have a 1 hour private coaching session to ensure you can implement your strategy
- Access your individual data about your own company from surveys you complete in module one

### Key Competences

- Change management
- Strategic analytics
- Using data to drive change
- Leadership for change
- Strategic goal setting
- Analytical thinking

### The Right Programme for You

You are a business unit lead, division head, senior manager or executive. You want a simple, but comprehensive approach for implementing change in your area or company.

Senior Managers



### Learn, Practice and Use

- **Understand** a model and approach to successful change and transformation,
- **Use** a method for assessing the level of alignment between a company's culture and its strategic goals,
- **Understand** the need to use your own company's unique behaviours and culture in creating a plan for change,
- **Analyse** data of a company's operating culture,
- **Practise** using the model by applying it to a "live" case study,
- **Create** an action plan for change,
- **Understand** how to apply the model and approach to your own company, and
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



**2 days**  
**€3,450**

**Available In-Company**

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Finding Common Ground

## How to Overcome Unconscious Bias

### Identify and overcome unconscious bias to advance real inclusiveness in your organization

#### Highlights

- You will focus on the 3 key steps of defining, understanding and overcoming bias in your organization as a way forward
- Learn how to become an ally and modify the way you communicate to promote inclusivity

#### Key Competences

- Defining unconscious bias
- Identifying unconscious, complicit and implicit bias
- Avoiding & overcoming bias
- Use communication techniques

#### The Right Programme for You

You are a business professional and need to be aware of unconscious bias and its negative impact. You want to implement simple strategies to overcome it and work toward a more inclusive environment.

Senior Managers

Managers

Business Professionals



#### Learn, Practice and Use

- **Define** unconscious bias and its implications for your people
- **Differentiate** between unconscious, complicit and implicit bias
- **Develop** practical strategies to avoid and overcome bias
- **Use** communication techniques to be seen as an ally
- **Recognize** how bias affects all of our interactions with others
- **Differentiate** between unconscious bias and stereotypes
- **Define** types of allies and their importance in today's business world
- **Learning** to overcome generalizations about "them"
- **Identify** micro-messaging and non-verbal body language that reflect unconscious bias
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

### Practical Information

Face-to-Face



1 day  
€995

#### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# Diversity & Inclusion

## Building and Leading an Inclusive Workplace

### Build the right skills to lead and foster diversity and inclusion in your organization

#### Highlights

- Use role plays to simulate real business situations and interactions to develop your own inclusive leadership skills
- Receive direct feedback to incorporate into your inclusive leadership development plan

#### Key Competences

- Promoting real diversity & inclusion strategies
- Managing inclusive meetings
- Understanding bias
- Being an inclusive leader
- Creating an inclusive vision

#### The Right Programme for You

You are an HR professional, senior manager or executive, and you are responsible for driving diversity and inclusion initiatives in your organization.

Senior Managers

Managers



#### Learn, Practice and Use

- **Understand** why diversity and inclusion is important and beneficial for your organization
- **Reflect** on the multidimensional, multicultural aspects of individual identity today
- **Understand** the relationship between emotional intelligence and diversity
- **Identify** intercultural leaders' challenges
- **Enhance** your abilities to hold and participate in meetings that are inclusive
- **Take** ownership of helping to create and manage a culture of respect, civility and trust
- **Build** an inclusive leader action plan
- **Identify** characteristics of debate, discussion and dialogue in an inclusive workplace
- **Put** into practice what you have learnt as soon as you get back to the office
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

### Practical Information

#### Face-to-Face



**3 days**  
**€2,995**

#### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Developing a Culture of Respect

## How to Cultivate a Harassment-Free Organization

### Implement corporate standards to ensure you have a respectful and productive workplace for all

#### Highlights

- Learn key strategies to ensure your workplace stays harassment-free and respectful for all your employees
- Identify the cues and signs that may indicate harassment in your organization and learn what to do about it

#### Key Competences

- Recognizing cultural cues
- Defining your management responsibilities in this area
- Implementing policies to avoid harassment
- Creating trust

#### The Right Programme for You

You are a manager or leader and want to create a harassment-free organization. You have policies and training in place, but it doesn't always work. This programme gives you all the skills to make it happen.

Senior Managers

Managers



#### Learn, Practice and Use

- **Identify** disrespectful practices and sexual harassment in the workplace
- **Recognize** cultural cues that may indicate there's a problem in your organization
- **Define** management responsibilities in creating a culture of respect and civility
- **Effectively** administer policies that address core issues quickly and efficiently
- **Construct** steps to prevent occurrences of harassment and incivility
- **Describe** what the culture of harassment looks like
- **Differentiate** between gossip, rumours and the truth
- **Build** a climate of trust in the organization
- **Develop** a culture of respect in day-to-day interactions
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

### Practical Information

#### Face-to-Face



**2 days**  
**€2,295**

#### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Leadership Strategies for Creating a Respectful Workplace

Build and support a more positive and productive workplace climate for all your employees

## Highlights

- Start by assessing your own strengths and areas for improvement in establishing your respectful workplace
- Create your own action plan for implementing strategies to support respect in your organization

## Key Competences

- Dealing with disrespect
- Coaching strategies for senior executives
- Creating a respectful climate
- Understanding behaviours
- Dealing with bullying

## The Right Programme for You

You are a senior manager, director, vice president, division head or HR professional. You want to ensure that your organization's workplace is respectful and positive. Get the skills you need to make this happen.

Senior Managers



## Learn, Practice and Use

- **Recognize** disrespect in the workplace and the impact on productivity
- **List** the components of a respectful workplace and see if your organization fits
- **Reduce** the likelihood that smaller issues escalate into larger confrontations
- **Use** appropriate tools to deal with rudeness, incivility and harassment between colleagues
- **Be** better equipped to coach staff to deal with offenders and disrespectful situations
- **Use** coaching strategies to initiate a more respectful climate in your organization
- **Help** reduce time away from work, worker's compensation claims and health insurance costs
- **Describe** how a leader's actions foster a respectful workplace culture
- **Assess** your own strengths & areas for improvement in establishing a respectful workplace
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€2,495**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Leading in a Diverse and Inclusive Culture

Get deeper insights into yourself, your team, and the benefits of diversity & inclusion at all levels of your organization

## Highlights

- Develop your own personal vision to apply your D&I learning to embrace diversity & support an inclusive company
- Identify your ideal network to accomplish your D&I goals
- Understand the benefits of D&I for your organization

## Key Competences

- Defining D&I
- Communicating inclusively
- Leading a multicultural team
- Having difficult conversations
- Recognizing micro-inequities
- Managing inclusive meetings

## The Right Programme for You

You are a senior manager, director, vice president, division head or HR professional. You know a diverse team can deliver exceptional results, but you need the skills and tools to make it happen.

Senior Managers



## Learn, Practice and Use

- **Recognize** the issues and value of D&I at the personal, team, and organizational levels
- **Become** a more inclusive leader by recognizing strengths and growth opportunities for yourself and for others
- **Communicate** effectively and inclusively in a diverse environment
- **Articulate** how operating from biases impacts innovation, productivity, and engagement
- **Analyse** diversity and cultural competencies in the context of talent management
- **Harness** the power of differences to boost team performance and collaboration
- **Manage** disagreements, misunderstandings, and conflict professionally
- **Understand** impacts of culture on the way we communicate, build relationships and lead teams
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€2,295**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# Strategic Agility and Resilience

## Winning Strategies for Leaders

Learn techniques & processes to foresee market changes, grab new business opportunities, and adapt to changing markets

### Highlights

- Use the SEAL model to build your agility and resilience strategy
- Learn how to adapt your processes and structure around new business models and situations
- Use a toolkit to manage change

### Key Competences

- Becoming agile & resilient
- Creating flexible processes
- Change management
- Inspiring behavioural change
- Exploring new opportunities
- Leading & motivating others

### The Right Programme for You

You are a senior executive. You are responsible for changing your organization. You need your company's culture to become more dynamic, flexible, agile and resilient.

Senior Managers



### Learn, Practice and Use

- **Explore** the practices of the most agile and resilient organizations
- **Get** your organization in shape to navigate turbulent times and disruptive change
- **Develop** a capacity for foresight – anticipating change
- **Get** tools for exploring market opportunities
- **Build** a plan and practice techniques to gain buy-in from colleagues for changes
- **Lead** and motivate others toward agile and resilient mindsets and behaviours
- **Develop** your personal agility and resilience skills
- **Practice** your agility skills with an interactive case study
- **Scan** the macro and marketing environment for trends and patterns
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€2,995**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Managing Chaos

Tools to Set Priorities and Make Decisions Under Pressure

## Set priorities and learn to manage and leverage chaos in your workplace

### Highlights

- Gain hands-on experience applying tools to set priorities and adjust to changing demands
- Practice techniques for analysing and resolving problems and learn to strategically communicate your solutions

### Key Competences

- Priority setting skills
- Time management
- Decision-making skills
- Creativity skills
- Managing interruptions
- Influencing skills

### The Right Programme for You

You are a business professional who faces expanding workloads, shifting priorities, complex organizational dynamics, organizational restructuring and increased uncertainty. Get the skills you need to cope.

Managers

Business Professionals



### Learn, Practice and Use

- **Identify** positive outcomes from chaotic environments
- **Clarify** and leverage or eliminate chaos within your control
- **Set** priorities for all your activities in a changing environment
- **Focus** and act decisively when priorities shift
- **Use** tools to problem-solve and select the best course of action
- **Manage** interruptions and conflicts with greater ease and flexibility
- **Communicate** your needs strategically
- **Leverage** resources to help you tackle challenging situations
- **Generate** creative solutions to chaotic problems
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€2,295

### Live Online



**4 x 3-hour sessions**  
€2,295

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

# Leading Disruptive Change and Innovation

Your Plan for Breakthrough Growth

Develop a disruptive innovation strategy and change your organization's mindset from "what is" to "what if"

## Highlights

- Learn how to create your own "Ripe for Disruption" checklist
- Build your own effective disruptive innovation action plan
- Experience "disruption wars" through an interactive simulation
- Grow your own disruptive thinking skills through role plays

## Key Competences

- Disruptive thinking
- Innovative leadership skills
- Change management
- Disruptive leadership skills
- Managing resistance
- Adapting a new mindset

## The Right Programme for You

You are a manager or senior manager who is responsible for choosing and executing an organizational or divisional strategy. You now need to implement innovative and disruptive strategies.

Senior Managers

Managers



## Learn, Practice and Use

- **Develop** and apply a curious, "what if" mindset—the ability to think "futuristically"
- **Embrace** and implement rapid changes in your organization
- **Identify** and respond to both threats and opportunities for innovative disruption
- **Understand** and assess disruption from the point of view of those being disrupted
- **Develop** inner courage and willingness to face disruption
- **Acquire** strategies to overcome organizational stagnation and blocking
- **Enable** a consistent flow of ideas into your innovation pipeline
- **Lead** your organization to positive change management going forward
- **Scan** the environment for trends, opportunities and threats
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€2,995**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Innovation in a VUCA World

Develop and promote a disruptive mindset in your organization that supports innovation and sustainable growth

## Highlights

- You will learn how to use Blue Ocean strategies in your role
- Use the Stage-Gate process for the long term innovation
- Implement the 8 functions of innovation leadership
- Practice innovation tools, frameworks and methods

## Key Competences

- Driving innovation projects
- Change management
- Design thinking
- Risk management
- Innovation project management strategies

## The Right Programme for You

You are a senior manager with 5+ years experience leading teams. You lead your organization's innovation challenges, and you want to get an innovation toolkit to drive new initiatives and projects.

Senior Managers



## Learn, Practice and Use

- **Take** advantage of the ideas and concepts of most innovative companies in the world
- **Master** a range of innovation leadership competencies
- **Understand** how leaders in an organization can make or break innovation
- **Learn** how to create an innovative culture for your organization
- **Be** able to remove critical barriers to innovation and get the organization's buy-in on innovation projects
- **Develop** innovative thinking, planning and implementation skills
- **Deep-dive** into innovation methodologies and frameworks that work
- **Benefit** from immediate feedback to help deliver on your innovation challenges
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



**3 days**  
**€3,795**

**Available In-Company**

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# Coaching from a Distance

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

Learn, practice and use the right tools and techniques to coach your remote team

## Highlights

- Assess your own strengths and weaknesses as a virtual coach
- Use the DISC® Profile to plan developmental coaching
- Implement the virtual coaching model to plan a virtual coaching session that really works

## Key Competences

- Remote coaching skills
- Active listening skills
- Using probing questions
- Adapting your coaching style
- Emotional intelligence
- Managing a virtual team

## The Right Programme for You

You are a manager, team leader, senior manager or project manager. Your team is international and geographically dispersed. You want to learn how to coach them effectively from a distance.

Senior Managers

Managers



## Learn, Practice and Use

- **Diagnose** the specific kind of coaching that the business situation requires
- **Provide** coaching that supports development, career planning & performance management
- **Develop** critical listening skills—to “hear between the lines”
- **Make** the right connections to foster cohesion and teamwork
- **Compensate** for lack of “face time” and visual cues
- **Learn** how positive psychology and emotional intelligence impact virtual employees
- **Get** ready to assess your own strengths and weaknesses as a remote coach
- **Adapt** your coaching style to different business situations
- **Implement** the Virtual Coaching Model with your team
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Live Online



4 x 3-hour sessions  
€2,295

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# Leading Business: Training Programmes List

## Mini MBA

|  |    |
|--|----|
| MCE Mini MBA   | 67 |
| Mini MBA for the Pharmaceutical and Biotech Industries | 68 |
| Mini MBA for the Medical Devices Industry              | 69 |
| Mini MBA for the Chemical Industry                     | 70 |
| Mini MBA for the Mining Industry                       | 71 |
| Mini MBA for the Oil & Gas Industry                    | 72 |

## Certification

|   |    |
|---|----|
| AMA Certified Professional in Management® Exam Prep Course  | 74 |
| AMA Certified Professional in Management® Exam Prep Express | 75 |

## HR and Talent Management

|                              |    |
|------------------------------|----|
| Talent Management Goes Agile | 76 |
|------------------------------|----|

## Business Strategy & Planning

|   |    |
|---|----|
| Essentials of Strategic Planning          | 77 |
| Business Strategy & Planning for Managers | 78 |

## Project Management

|   |    |
|---|----|
| Essentials of Project Management for Non-Project Managers | 79 |
| Improving Your Project Management Skills                  | 80 |
| Project Management Excellence                             | 81 |
| Agile Project Management                                  | 82 |

## Digital Transformation

|   |    |
|---|----|
| An introduction to Business Transformation and Digital Strategies | 83 |
| Business Strategies in New Digital Times                          | 84 |
| Customer Experience in New Digital Times                          | 85 |
| Value Propositions in New Digital Times                           | 86 |

## Finance and Controlling

|   |    |
|---|----|
| Essentials of Business Finance: For Non-Financial Managers  | 87 |
| Essentials of Cost Accounting                               | 88 |
| Essentials of Purchasing for the New Buyer                  | 89 |
| The Strategic Controller: Adding Value to Your Organization | 90 |
| Financial Excellence: Create Value in Your Organization     | 91 |

## Marketing

|   |    |
|---|----|
| Essentials of Marketing                                     | 93 |
| Essentials of Digital Marketing: for Non-Digital Marketeers | 94 |
| Essentials of Product Management                            | 95 |
| B2B Marketing Strategy                                      | 96 |

## Sales

|  |    |
|--|----|
| Essentials of Selling: for New Salespeople | 97 |
| Key Account Management in B2B Markets      | 98 |
| Essentials of Sales Management             | 99 |

## Customer Service

|                             |     |
|-----------------------------|-----|
| Customer Service Excellence | 100 |
|-----------------------------|-----|

## Executive Assistants

|  |     |
|--|-----|
| The Professional Executive Assistant                 | 101 |
| Partnering with Your Boss                            | 102 |
| Communication and Influence for Executive Assistants | 103 |
| Management Skills for Administrative Professionals   | 104 |



# MCE Mini MBA

**Bestseller**

Get equipped with the practical, operational and managerial skills you need to become a great manager & boost your career

## Highlights

- Get the basics of a Mini MBA in just 5 days
- Make real business decisions with the online Business Simulation used throughout the programme
- 5 intensive days working in teams and individually

## Key Competences

- Leadership skills
- Strategy execution
- Business finance skills
- Supply chain management
- Marketing & sales skills
- Change management

## The Right Programme for You

You are an engineer, specialist, scientist or technical professional and you have a new management role. This programme gives you the key skills you need to become a great manager and boost your career.

Managers

New Managers



## Learn, Practice and Use

- **Understand** how a company really works with a multi-functional overview of business and key leadership competences you need in your role
- **Develop** strategic thinking, planning and execution skills at a divisional or functional level, using the right tools and frameworks
- **Influence**, enable and deliver wider organizational strategies
- **Be able** to analyse the business environment and translate changes into competitive strategies for sustainable growth
- **Support** strategic goals from top management and be able to translate them for your area and implement them more efficiently
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**5 days**  
€3,995

### Live Online



**12 x 3-hour sessions**  
€3,995

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

# Mini MBA for the Pharmaceutical and Biotech Industries

Understand how the pharma industry works today and develop the key management skills you need to boost your career

## Highlights

- Develop your key pharma management skills in strategy, customer value, change management, marketing & finance
- Use case studies, role plays & group exercises to practice what you learn in this best-selling programme

## Key Competences

- Strategic leadership
- Marketing excellence
- Business finance skills
- Building value propositions
- Change management
- Market access & economics

## The Right Programme for You

You are an engineer, scientist or specialist and you have a new management role in the pharma industry. This programme gives you the key skills you need to become a great manager and boost your career.

Managers

New Managers



## Learn, Practice and Use

- **Translate** changes in the healthcare environment into competitive strategies for sustainable growth in your department, division or company
- **Understand** the key pharma business areas and their role in your company's value chain
- **Get** a full understanding of crucial financial and strategic issues in pharma
- **Support** & implement strategic goals from top management and boost your own career
- **Align** & focus your team or group on your company's customer value propositions
- **Explore** new business models in Pharma and what they mean for you
- **Apply** design thinking to customer-centric strategies
- **Explore** competitive analysis, vision, resource allocation & priorities in your strategy
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**5 days**  
€4,295

### Live Online



**12 x 3-hour sessions**  
€4,295

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# Mini MBA for the Medical Devices Industry

Get the key skills you need to move into a commercial or management position in the Medical Devices Industry

## Highlights

- Focus on your strategy and strategy implementation by using the "Strategy House" model
- Learn how to manage and control the product life cycle
- Recruit, develop, coach and retain key members of your team

## Key Competences

- Strategic leadership
- Managing people
- Marketing in MedTech
- Supply chain management
- Business finance skills
- Sales in MedTech

## The Right Programme for You

You are a manager in the MedTech industry with 5+ years experience in a commercial, technical, scientific or clinical function. You want to develop your skills and boost your career in MedTech.

Managers

New Managers



## Learn, Practice and Use

- **Understand** the challenges of leaders in the MedTech Industry
- **Motivate** your team to implement your strategy
- **Think** of the product life cycle in terms of competition and profit
- **Learn** how to collect customer feedback to create 'Customer Value Propositions'
- **Understand** financial concepts to make better financial decisions
- **Get** an overview of the supply chain process in the MedTech Industry
- **Learn** what upstream marketing means for MedTech
- **Build** your own "Strategy House" for strategy execution
- **Deal** with clinical and regulatory procedures (FDA, CE, GDPR, HIPAA etc.)
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**5 days**  
€4,295

### Live Online



**12 x 3-hour sessions**  
€4,295

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Mini MBA for the Chemical Industry

Get the key skills you need to move into a new commercial or management role in the Chemical Industry

## Highlights

- Get the essential business finance skills you need for your role in the Chemical Industry
- Focus on operational excellence as part of your strategy
- Develop your leadership skills to drive the strategy forward

## Key Competences

- Strategic leadership
- Managing people
- Financial management
- Operational excellence
- Customer centricity & sales
- Procurement & logistics

## The Right Programme for You

You have been working in the Chemical industry for 5+ years. You have an engineering, technical, scientific or specific role and are moving into a commercial or management position. This is the ideal programme for you.

Managers

New Managers



## Learn, Practice and Use

- **Understand** how the different parts of the chemical business come together and what role you can play in the organization
- **Translate** the changes in the chemical industrial environment into more competitive strategies for sustainable growth
- **Develop** insights into how managers in the chemical industry can effectively lead people and align teams to implement the new strategy
- **Become** an active contributor in this change process for your own company
- **Gain** more insight in how to develop a sharper strategy definition
- **Understand** the importance of the financial aspects in your company
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



5 days  
€4,295

### Live Online



12 x 3-hour sessions  
€4,295

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Mini MBA for the Mining Industry

Get the key business skills you need for your management role in the Mining Industry

## Highlights

- Understand the mining industry and the strategies of key international mining companies
- Use Blue Ocean Thinking to explore new ideas and strategies
- Learn how to make better financial and investment decisions

## Key Competences

- Strategic leadership
- Competitive strategies
- Operational excellence
- International finance
- Strategy roadmapping
- Managerial economics

## The Right Programme for You

You have been working in the mining industry for 5+ years. You have an engineering, technical, scientific or specific role and are moving into a commercial or management position.

Managers

New Managers



## Learn, Practice and Use

- **Understand** how a mining company works with a multi-functional overview of the business and the key leadership competences you need
- **Develop** strategic thinking, planning & execution skills using the right tools & frameworks
- **Make** better business decisions and improve your contribution to the business
- **Be** able to assess the business environment and translate changes into competitive strategies for sustainable growth
- **Support** strategic goals from top management and be able to translate them for your area and implement them more efficiently
- **Better** implement strategy through the people in your team and different departments with new management and leadership skills.
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



5 days  
€4,295

### Live Online



12 x 3-hour sessions  
€4,295

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Mini MBA for the Oil and Gas Industry

Develop the key business skills you need to become a great all-round manager in the Oil and Gas Industry

## Highlights

- Learn and practice new skills by using a business simulation during the programme
- In just 5 days or 12 sessions get a full understanding of the industry and how your role can develop in the future

## Key Competences

- Strategic execution
- Stakeholder management
- Operational excellence
- Change management
- Business finance
- HR management

## The Right Programme for You

You have been working in the oil & gas industry for 5+ years. You have an engineering, technical, scientific or specific role and are moving into a commercial or management position. This is the ideal programme for you.

Managers

New Managers



## Learn, Practice and Use

- **Understand** how a company works with a multi-functional overview of the Oil & Gas industry and the key leadership competences necessary for success
- **Develop** strategic thinking, planning and execution skills using key tools and frameworks
- **Learn** how to influence, enable and deliver wider organizational objectives
- **Make** better business decisions and improve your contribution to the business
- **Be** able to assess the business environment & translate changes into competitive strategies
- **Support** strategic goals from top management and be able to translate them for your area and implement them more efficiently
- **Share** your own knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**5 days**  
€4,295

### Live Online



**12 x 3-hour sessions**  
€4,295

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)





# AMA Certified Professional in Management®

## The New Standard for Management Excellence

Any professional manager who meets a carefully established set of criteria and passes an exam will be designated as an AMA Certified Professional in Management® (AMA CPM®). The quality of managers in your organization doesn't just influence the results their teams achieve, it has a significant impact on the organization's productivity and bottom line. Based on extensive management research and analysis, AMA has established a new standard for management excellence—AMA Certified Professional in Management®.



### How management certification benefits your organization

- Serves as a clear indicator of managerial competence across the organization
- Recognizes strong performers and motivates potential leaders
- Increases customer confidence by their engagement with the highest talent
- Decreases the likelihood that team members will leave due to incompetent managers
- Increases the positive impact successful managers have on your bottom line
- Helps your organization improve its talent acquisition and promotion ROI



### Apply

Make sure you meet the eligibility requirements to apply for the exam.

### Prepare

Become familiar with the **Management Body of Knowledge** skills and competencies. Take the practice exams and prep course.

### Get Certified

Schedule your exam date and location, pass the exam, and become AMA-CPM® certified!



For details on AMA Certified Professional in Management® visit [mce.eu/cpm](https://mce.eu/cpm)

# AMA Certified Professional in Management® Exam Prep Course

Master essential management skills and prepare for the AMA-CPM® exam

## Highlights

- All participants receive a copy of The Management Body of Knowledge (MBOK®) before the programme. We strongly recommend reviewing the content and be ready to discuss the modules during the programme.

## Key Competences

- Communication skills
- Coaching for performance
- Change management
- Financial skills
- Project management skills
- Critical thinking

## The Right Programme for You

The AMA Certified Professional in Management® Exam Prep Course prepares managers for the certification exam and to show their management qualifications to current and future employers.

Managers

New Managers



## Learn, Practice and Use

- **Get** the essential skills needed to be an effective and successful manager today
- **Increase** your worth as a manager and add more value to the organization
- **Prepare** to take the exam and become an AMA Certified Professional in Management®
- **Learn** in an interactive environment where you will practice what you learn
- **Focus** on analytical intelligence and learn about critical thinking and mastering data
- **Develop** your communication and presentation skills
- **Learn** about emotional intelligence and what it means for your role
- **Explore** the key elements of business finance
- **Practice** essential skills in project management needed for your role
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**4 days**  
**€2,995**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# AMA Certified Professional in Management® Exam Prep Express

Review essential management skills and prepare for the AMA-CPM® exam

## Highlights

- All participants receive a copy of The Management Body of Knowledge (MBOK®) before the programme. We strongly recommend reviewing the content and be ready to discuss the modules during the programme.

## Key Competences

- Communication skills
- Coaching for performance
- Change management
- Financial skills
- Project management skills
- Critical thinking

## The Right Programme for You

The AMA Certified Professional in Management® Exam Prep Express prepares managers for the certification exam and to show their management qualifications to current and future employers.

Managers

New Managers



## Learn, Practice and Use

- **Review** the essential skills needed to be an effective and successful manager today
- **Increase** your worth as a manager and add more value to the organization
- **Prepare** to take the exam and become an AMA Certified Professional in Management®
- **Focus** on analytical intelligence and learn the basics of critical thinking
- **Learn** about key communication and presentation skills
- **Discover** the key elements of emotional intelligence and what it means for your role
- **Explore** business finance you need in your role
- **Review** the essential skills in project management needed for your role
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Live Online



4 x 3-hour sessions  
€2,450

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Talent Management Goes Agile

Learn to integrate 'Business Agility' into HR & Talent Management practices in order to be successful in today's knowledge economy

## Highlights

- Build your talent management vision for the future
- Integrate business agility into your HR role
- Explore new and emerging ways of talent management and employee engagement

## Key Competences

- Talent management skills
- Business agility
- Employee engagement
- Agile performance management
- Leadership skills

## The Right Programme for You

You are a senior HR generalist, talent manager, organizational developer, or L&D specialist. You want to prepare your organization strategically for the rapidly changing world of work.

Senior Managers

Managers



## Learn, Practice and Use

- **Explore** "The Future of Work" - take a look at the dynamic new environment and business landscape and zoom in to talent management
- **Review** current trends that will be key forces for change in the future
- **Learn** about business agility - the concept and principles of agile organizations
- **Explore** new ways of working - with real life case studies and methods used in agile working
- **Understand** why traditional talent management is no longer fit for purpose, i.e. the business case for fluid, flexible, agile talent management.
- **Build** a vision for the future in your organization
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



3 days  
€3,795

Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# Essentials of Strategic Planning

Get the key skills you need to become a great strategic planner and make the right decisions for your company

## Highlights

- Learn 6 tools and techniques to conduct both external and internal assessments
- Use the 5 stages of a classic strategic planning framework
- Use SWOTs & critical success factors to make decisions

## Key Competences

- Strategic planning skills
- Making strategic decisions
- Managing stakeholders
- Market segmentation skills
- Linking actions to strategy
- 7 strategic planning models

## The Right Programme for You

You are a manager or team leader. You need to plan for strategy or you work closely with colleagues who develop strategy. This programme gives you the essential strategic planning skills you need.

Managers

New Managers



## Learn, Practice and Use

- **Understand** what strategy and strategic planning mean to an organization
- **Learn** key concepts and the language used by those involved in strategic planning
- **Discover** various approaches companies use to develop strategy
- **Find** out how strategy moves from concept through implementation to realization
- **Recognize** techniques companies use to assess their current and future environments
- **Identify** specific ways you can contribute to your organization's strategic success
- **Link** your specific role to the organizational strategy
- **Determine** key stakeholders in your company
- **Learn** and practice the 5 stages of a classic strategic planning framework
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



2 days  
€2,595

Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Business Strategy & Planning for Managers

**Bestseller**

Develop the best strategic plans to support your company's goals and future growth

## Highlights

- Use the I/P (importance/performance) matrix as a competitive tool for your organization
- Explore the product/industry/life-cycle curve
- Translate big ideas into a well-executed strategic planning

## Key Competences

- Strategic planning
- Strategic alignment
- Understanding mega patterns
- Strategy & finance
- Business planning
- Risk management

## The Right Programme for You

You are a manager or business leader. You need to develop new strategies and plan for the future. This programme gives you the key strategy & planning skills you need for your role.

Managers

New Managers



## Learn, Practice and Use

- **Identify** strategic planning issues in order to develop a unique competitive advantage
- **Learn** key analytical and conceptual approaches
- **Align** your organization with your strategic planning goals by integrating strategy, objectives, metrics, and performance
- **Identify** evolving strategic patterns and generate ideas
- **Incorporate** customer needs into your strategic planning
- **Use** a case study to examine the strategic planning process in detail
- **Recognize** how the actions of customers, competitors, and your own company determine the outcomes in your markets
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
€3,495

### Live Online



**4 x 3-hour sessions**  
€2,295

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

# Essentials of Project Management

For Non-Project Managers

Get the key project management skills you need in your management role today

## Highlights

- Get the key project management skills you need as a manager today in just 2 days.
- Learn processes, use tools, manage stakeholders and get your projects done on time and on budget.

## Key Competences

- Project management skills
- Stakeholder management
- Change management
- Using key PM tools
- Managing resources & costs
- Risk management

## The Right Programme for You

You are a team leader or manager. You need to run projects as part of your role, but you do not have any project management training. This programme gives you the key skills you need in your role today.

Managers

Business Professionals



## Learn, Practice and Use

- **Learn** the difference between projects and operations
- **Explore** the purpose and processes of project management
- **Understand** the roles, responsibilities and needs of project team members
- **Learn** and apply critical project management tools
- **Identify** stakeholders, their relationships to each other and how these relationships affect projects positively and negatively
- **Recognize** stakeholder issues within your organization
- **Identify** and apply critical communication tools and protocols
- **Learn** how to manage resources, costs and hours
- **Plan** for potential risks in your project
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€1,995

### Live Online



**4 X 3-hour sessions**  
€1,995

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Improving Your Project Management Skills

## The Basics for Success

Build a solid foundation of project management knowledge, techniques and tools and boost your career

### Highlights

- Use the SMART model to define project requirements
- Develop your own Work Breakdown Structure (WBS)
- Learn how to run effective project status meetings
- Use the Project Triangle (triple constraints) to plan

### Key Competences

- Project management skills
- Managing the workloads
- Change management
- Using key PM tools
- Managing resources & costs
- Risk management

### The Right Programme for You

You are a manager and have run some projects already. You want to move to the next level and improve your project management skills, learn about key tools and deliver projects on time and on budget.

Managers

New Managers



### Learn, Practice and Use

- **Ensure** that your projects are set up for success from the start
- **Learn** the basics for effectively gathering and documenting requirements
- **Understand** the role of the project manager, business analyst, and others in managing projects
- **Develop** an integrated project plan including realistic scope, schedules, budgets, and risks—and turn that plan into successful action
- **Learn** how to effectively track and report on project progress
- **Gain** the respect of your project team and build credibility with top management
- **Create** a project communications plan
- **Identify** the elements of administrative and contractual project closure procedures
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
€2,995

### Live Online



**4 x 3-hour sessions**  
€2,295

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

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More information at [mce.eu/inco](https://mce.eu/inco)



# Project Management Excellence

The Complete Programme

Bestseller

Delays, cost overruns, or quality problems can wreck your project. Learn how to get your project right every time!

## Highlights

- Learn all aspects of project management from the perspective of the PMBOK® guide in 5 intensive days
- Get the knowledge you need to join a PMP exam prep training programme

## Key Competences

- 47 PMBOK® competencies
- Staffing projects for success
- Stakeholder management
- Change management
- Risk management
- Performance management

## The Right Programme for You

You are a project manager and already have some experience initiating, planning and managing projects. You want to develop your skills even further. This programme is not for managers new to project management.

Managers

Business Professionals



## Learn, Practice and Use

- **Identify** and perform stakeholder analysis
- **Develop** a WBS (Work Breakdown Structure) and create a project charter
- **Determine** the critical path of a project
- **Staff** your project for optimum results
- **Gain** more skills in executing, monitoring & controlling the tasks defined in your project plan
- **Define** roles and responsibilities of the project team members
- **Monitor** all project risks
- **Manage** the financial resources for your project
- **Conduct** the kick-off meeting and get buy in
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



5 days  
€4,295

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

[mce.eu/project](https://mce.eu/project) for dates, locations and full programme outline

# Agile Project Management

Learn how to integrate agile best practices into your project management role today and tomorrow

## Highlights

- Transform your role into an agile project manager
- Create and manage an agile project management team
- Assess if your organization is ready to become agile and how you can drive an agile strategy forward

## Key Competences

- Agile project management
- Creating an agile team
- Project planning tools
- Risk management
- Agile business planning
- Agile transformation

## The Right Programme for You

You are a project managers interested in applying agile approaches in your current projects. This programme gives you the skills and tools you need to become a successful agile project manager.

Managers



## Learn, Practice and Use

- **Balance** resources, budget, scope, quality and risks in your projects
- **Set-up** and manage an Agile Project Plan today
- **Learn** how to agree with your suppliers on an agile approach
- **Effectively** communicate with information radiators
- **Assess** if your project or organization is suitable for agile
- **Create** a list of actions to transform into an agile project manager
- **Learn** to integrate agile in your current project management methods/processes
- **Managing** and creating an agile project management team
- **Develop** a personal action plan to implement when you are back at work
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€2,595**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# An introduction to Business Transformation & Digital Strategies

Digital is impacting your company's strategy. How can you put business transformation at the heart of your company's efforts?

## Highlights

- Learn how to reinvent business models and offerings with digital at the core
- Understand why most transformation strategies fail and how you can avoid the same predictable traps

## Key Competences

- Digital strategies
- Business transformation
- New business models
- Market & business centric digital transformation
- Social & regulatory forces

## The Right Programme for You

You are a senior manager/executive. You are responsible for driving digital transformation strategies in your company. This programme gives you the key insights to develop, adapt & execute your digital transformation strategies.

Senior Managers



## Learn, Practice and Use

- **Understand** business and digital transformation and what they mean for your company
- **Explore** new business models and frameworks and design effective strategies including subscription, platform-based and data-centric models
- **Get** inspiration from real business cases across many industries that are faced with the challenges of business transformation
- **Learn** that is not about digital technologies - it is all about people and business first
- **Explore** why most business transformations fail and avoid the same traps
- **Focus** on understanding the difference between types of disruption including disintermediation and reintermediation
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€2,995

### Live Online



**4 x 3-hour sessions**  
€2,995

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Business Strategies in New Digital Times

Learn how to reinvent your strategy when you are faced with heavy competition and disruptive change

## Highlights

- Learn how to redefine the market space you are in and develop new models and approaches to grow in the future
- Be prepared for disruption and know what to do when faced with heavy competition and disruptive change

## Key Competences

- Digital strategies
- Business transformation
- Digital business models
- New business strategies
- Data-centric digital models
- Digital leadership skills

## The Right Programme for You

You are a senior manager/executive. You are responsible for driving digital transformation strategies in your company. This programme gives you the key insights to develop, adapt & execute your digital transformation strategies.

Senior Managers



## Learn, Practice and Use

- **Design** your own digital and transformational strategies in a VUCA world
- **Explore** new business models and frameworks, especially subscription, platform-based and data-centric models
- **Redefine** your new market space and your new goals
- **Reinvent** your business model and test new ones
- **Learn** from digital winners and losers - and avoid the same traps
- **Reconsider** your business relationships - when is it time to cooperate with customers and competitors? When is it time to compete with current partners?
- **Explore** incremental versus disruptive strategies for your organization
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€2,995

### Live Online



**4 x 3-hour sessions**  
€2,995

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# Customer Experience in New Digital Times

It is time to put customers at the core of everything you do and engage with them in new digital ways

## Highlights

- Focus on the 4 C strategies to grow - centricity, connection, collaboration and customization
- Learn about your augmented CX (customer experience)
- Automate interactions with customers using the latest tools

## Key Competences

- Augmented customer experience (CX)
- CX culture - top to bottom
- Managing customer touchpoints
- Customer journeys

## The Right Programme for You

You are a decision maker or operational manager and have direct or indirect interactions with customers. You need to understand customer experience and what it means for you in a digital world.

Senior Managers



## Learn, Practice and Use

- **Understand** the new dynamics that rule customer behaviours & interactions
- **Get** an overview of the building blocks of augmented customer experience
- **Rethink** current setups and practices to put customers at the heart of your business
- **Explore** customers as decision makers, contributors and pilots
- **Learn** more about customer communities and business networks
- **Focus** on 4 key strategic areas of growth - customer centricity, connection, collaboration and mass customization at scale
- **Make** sure that customer experience culture goes from the C-suite to the whole company
- **Learn** about the latest platforms and tools for your augmented CX (customer experience)
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€2,995

### Live Online



**4 x 3-hour sessions**  
€2,995

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Value Propositions in New Digital Times

Create real customer-centric value propositions and go far beyond your clients' needs

## Highlights

- Transform your product or service portfolios into packaged products and subscriptions that create value
- Learn and use SMACIT technologies - social, mobile, analytics, cloud, and internet of things

## Key Competences

- Customer centricity
- Story telling & elevator pitch
- Using new technologies
- Creating customer value
- Platform business models
- Agile development & testing

## The Right Programme for You

You are a senior manager, product manager or business strategist. You want to develop impactful, relevant and customer-centric products or services in new digital times.

Senior Managers



## Learn, Practice and Use

- **Scan** technology trends and apply them to support your value propositions
- **Develop** agile development and testing habits
- **Move** from products to packaged services and from services to subscriptions
- **Leverage** SMACIT technologies to support your growth
- **Create** your own elevator pitch and develop your story telling skills
- **Learn** about platforms and how to design your own
- **Develop** customer-centric and real value for your clients
- **Learn** how to go beyond your customers' needs
- **Explore** new business models and learn how you can implement them
- **Plan** the next steps of your new value plan with key milestones
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€2,995

### Live Online



**4 x 3-hour sessions**  
€2,995

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Essentials of Business Finance

For Non-Financial Managers

Previously: Fundamentals of Finance

Many managers are experts in their own areas, but haven't really had the time to learn about finance they need in their role

## Highlights

- Learn the essentials of business finance in just 3 days
- Make smarter decisions based on financial reports and data
- Learn how to "think finance" and translate performance into financial terms

## Key Competences

- Business finance
- Understanding financial ratios
- Cost analysis & profit planning
- Reviewing financial statements
- Effective budgeting
- Capital expenditure analysis

## The Right Programme for You

You are a non-financial manager. You need to get a better understanding of business finance for your role. You want to understand financial reports, budgets, ratios and make better decisions using the right data.

Managers

Business Professionals



## Learn, Practice and Use

- **Get** a better understanding of the numbers side of your job
- **Learn** how to "think finance" and use data to make better decisions
- **Develop** proactive working relationships with finance professionals
- **Gain** greater confidence with a working knowledge of business financials
- **Understand** the business dynamics of cash —and take initiatives that meet your team's, department's or company's short and long-term goals
- **Take** the guesswork out of your decision-making and use financial data to deliver a better bottom line
- **Distinguish** between capital expenditure budgets and operating budgets
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
€2,995

### Live Online



**4 x 3-hour sessions**  
€2,295

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)

# Essentials of Cost Accounting

Get inventory costs right. Get all the information you need to value inventory and cost of goods sold in your company

## Highlights

- Learn how to identify all the costs that need to be included in inventory and cost of goods sold in your company
- Create your own Activity Bases Costing (ABC) systems
- Use relevant costing models to make production decisions

## Key Competences

- Cost-volume-profit analysis
- Activity-based costing (ABC)
- Absorption & direct costing
- Cost accounting
- Variance analysis
- Decision making using data

## The Right Programme for You

You are responsible for the proper costing of inventory and for assessing manufactured product profitability. This programme gives you all the skills and knowledge you need for your role in cost accounting.

Managers

Business Professionals



## Learn, Practice and Use

- **Learn** how to classify all inventory costs
- **Create** an inventory direct costing system
- **Identify** fixed manufacturing costs in your company
- **Apply** fixed manufacturing costs to inventory
- **Create** a standard costing system and calculate variances
- **Create** an Activity Based Costing (ABC) system
- **Use** cost-volume-profit analysis to determine break-even points and margins of safety
- **Use** relevant costing models for production decisions
- **Develop** cost accounting methods to optimize the use of resources and materials
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
**€2,995**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# Essentials of Purchasing

For the New Buyer

Make better purchasing decisions by developing key skills in negotiation, supplier management and procurement

## Highlights

- Learn the best negotiation techniques you need in an international business environment
- Manage your supplier relationships to reduce costs, improve quality and increase performance

## Key Competences

- Managing the supplier base
- Procurement decisions
- Life cycle costing
- Managing contracts
- Ethical & legal purchasing
- Negotiation skills for buyers

## The Right Programme for You

You are a manager who is newly responsible for purchasing in your organization. You need to improve your procurement skills and knowledge. This programme gives you the key skills you need today.

Managers

New Managers



## Learn, Practice and Use

- **Understand** today's procurement strategies and techniques
- **Identify** the core expertise, process knowledge, and interpersonal skills necessary for success as a 21st-century buyer
- **Discover** the criteria for successful supplier selection
- **Manage** your supplier relationships to reduce costs, improve quality & enhance performance
- **Understand** legal and ethical requirements and issues in your role
- **Learn** negotiation techniques for a global purchasing environment
- **Understand** the difference between leasing, renting and outsourcing
- **Describe** how total cost of ownership fosters better buying decisions
- **Use** the contract planning checklist to avoid surprises
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



**3 days**  
**€2,995**

**Available In-Company**

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# The Strategic Controller

Adding Value to Your Organization

Develop the skills to manage the 4 roles that every controller needs  
- number cruncher, custodian, analyst and business partner

## Highlights

- The 3-day programme is highly interactive with exercises & role plays to ensure you develop your key role as a controller
- Master the 4 quadrants of a successful controller
- Boost your career by becoming a key manager

## Key Competences

- Managing financial statements
- Protecting corporate assets
- Ensuring compliance
- Defining budgetary metrics
- Using analytical tools
- Implementing controls

## The Right Programme for You

You are an assistant controller, division/plant controller or corporate controller. You want to become more effective in your role. This programme focusses on the 4 quadrants of the controller's job.

Senior Managers

Managers



## Learn, Practice and Use

- **Define** the scope & identify the 4 quadrants of the controller's job in today's business world:
  - Controller as number cruncher: Ensure the timeliness and accuracy of financial statements
  - Controller as custodian: Establish enterprise-wide controls to safeguard corporate assets and ensure compliance
  - Controller as analyst: Define budgetary metrics and parameters to evaluate the financial health of the company
  - Controller as business partner: Further the financial goals of the organization
- **Align** and apply the functions of the 4 quadrants of the controller role to a real case study
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



3 days  
€3,795

Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Financial Excellence

Create Value in Your Organization

Move from being a traditional financial manager to a trusted advisor with the knowledge and skills to drive value creation

## Highlights

- Select and use the right tools and techniques to measure value creation in your organization
- Learn how to move from being a traditional finance manager to a valuable business partner

## Key Competences

- Becoming an advisor
- Measuring shareholder value
- Using balanced scorecards
- Managing organic growth
- Value driven models
- Compliance & fiduciary duty

## The Right Programme for You

You are a finance or business manager with 8+ year's experience and a good understanding of business finance. This programme gives you the finance skills you need to move to the next level and create value for your organization.

Senior Managers

Managers



## Learn, Practice and Use

- **Explore** the key strategic ways to create value for your customers
- **Become** a trusted advisor for the senior management team in your company
- **Learn** the key metrics to measure shareholder value
- **Use** balance scorecards in your role
- **Explore** organic versus external growth and what they mean for your role
- **Discover** the key elements of compliance and fiduciary duty
- **Lead** the finance team or colleagues in the change from accountancy to financial excellence
- **Learn** how to appraise investments using discounted cash flow, NPV and IRR
- **Discover** the principles and best practice of mergers and acquisitions
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



**3 days**  
**€3,795**

**Available In-Company**

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# OnDemand Courses

Self-paced e-learning programmes that includes: videos, quizzes, audio, exercises, reading, making decisions, assessments and more.

## 25+

e-learning programmes

Around **240**  
minutes long

€225 each



For more information please visit [mce.eu/ondemand/](https://mce.eu/ondemand/)



# Essentials of Marketing

Get the key marketing skills you need - marketing mix, segmentation, creating customer value, marketing analysis & product positioning

## Highlights

- Learn how to develop your own marketing action plans and marketing budgets for your company
- Explore the key differences between B2C & B2B marketing
- After the programme, you think like a marketer

## Key Competences

- Building marketing plans
- Competitive analysis
- Using the marketing mix
- Creating customer value
- Developing pricing strategies
- Customer segmentation

## The Right Programme for You

You are a newly-appointed marketer or a product, brand, or advertising manager. You want to understand and learn what is marketing's role in generating profits for your company or organization.

Managers

Business Professionals



## Learn, Practice and Use

- **Recognize** the wide-ranging marketing roles and functions within different organizations
- **Understand** the key differences between B2B and B2C markets and marketing
- **Apply** modern techniques for conducting marketplace analysis
- **Utilize** insightful marketing tactics to pinpoint why customers buy or don't buy
- **Align** the 4 Ps with your products, services, and customer wants and needs
- **Contrast** strategic business plans with annual marketing plans
- **Learn** how to write SMART marketing goals
- **Compare** mass marketing to segmentation marketing
- **Define** Net Promoter Score as a measure of customer loyalty
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Live Online



4 x 3-hour sessions  
€1,995

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Essentials of Digital Marketing

For Non-Digital Marketeers

Develop your fundamental skills in digital marketing and put together your own strategic plan

## Highlights

- Develop your own digital marketing strategy in line with your company's strategy and offline presence
- Define the KPIs and objectives of your digital approach
- Learn how to communicate your strategy to colleagues

## Key Competences

- Digital marketing skills
- Relationship marketing
- Campaign planning
- B2B V B2C digital marketing
- Online marketplace analysis
- Digital marketing strategies



## The Right Programme for You

You are a commercial manager. You need to develop & implement the right digital strategy. This programme gives you the key skills for your role. It is also ideal for senior executives supporting digital transformation.

Senior Managers

Managers

## Learn, Practice and Use

- **Understand** the fundamentals of the digital work
- **Learn** how to develop a digital strategy that is in line with your offline efforts and strategy
- **Get** hands-on experience with the implementation of your strategy
- **Be** prepared to manage and discuss your strategy with your agency or marketing department
- **Define** the goals for your digital approach, including setting realistic KPIs and defining the right tools and methodologies for your strategy
- **Learn** how to clearly communicate your digital strategy throughout the organization
- **Lead** the execution of digital campaigns with impact and focus
- **Get** the basics of search engine marketing, the web and the digital landscape
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
€2,995

### Live Online



**4 x** 3-hour  
sessions  
€2,295

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Essentials of Product Management

Get the key business skills you need to be a successful product manager in today's business world

## Highlights

- Learn the key elements of a marketing plan and develop one
- Understand all the financial aspects of product management
- Start calculating break-even sales formulas for your portfolio of products and services

## Key Competences

- Product management skills
- Product portfolio planning
- Financial skills
- Creating strategic reports
- Developing marketing plans
- Strategic positioning

## The Right Programme for You

You are a product or brand manager and you want to get the key skills you need in your role and boost your career. This programme is also relevant for other functions working with product managers.

Managers

Business Professionals



## Learn, Practice and Use

- **Understand** the product manager's role today and tomorrow
- **Set** priorities and manage the profitability of your products or services
- **Build** effective working relationships with suppliers and external/internal business partners
- **Manage** the financial aspects of product management
- **Learn** the key components of an effective marketing plan—and practice developing one
- **Apply** the SWOT model to your product portfolio
- **Identify** a format for a best practice annual marketing plan
- **Learn** how to generate sales forecasts that are accurate
- **Explore** core pricing strategies
- **Use** key strategic reports in your role to make decisions
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
**€2,995**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# B2B Marketing Strategy

Develop and implement your B2B marketing strategy in today's complex and ever-changing business world

## Highlights

- Get the skills to face the challenges of customer centricity, seller-buyer relations, innovation management & sustainability
- Learn how to organize your team to implement your B2B marketing strategy effectively today and tomorrow

## Key Competences

- Value creation in B2B
- B2B marketing strategies
- Customer-driven innovation
- Value chain integration
- Becoming sustainable
- Seller-buyer relations

## The Right Programme for You

You are a general manager or a senior level product, brand or marketing manager. You are responsible for developing and implementing a value-based B2B marketing strategy in your organization.

Senior Managers

Managers



## Learn, Practice and Use

- **Create** and implement a value-based B2B marketing strategy
- **Identify** those trends that are impacting your industry and how to address them
- **Understand** in greater depth the main categories of customer value propositions and what it takes to provide true value, drive customer loyalty, and create a competitive advantage
- **Generate** sustainable, predictable, and profitable growth
- **Integrate** marketing strategy in support of your value proposition
- **Evaluate** new forms of collaboration with value chain partners and customers
- **Identify** leadership actions required to align people, processes and metrics in support of your strategy
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



**3 days**  
€3,795

**Available In-Company**

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# Essentials of Selling

For New Salespeople

Start your sales career the right way. Get the key selling skills you need to reach your sales targets

## Highlights

- Learn how to find and qualify new business leads
- Prepare your own competitive advantage statements
- Explore new ways to open a sales call
- Learn how to close the business and get that deal

## Key Competences

- Product management skills
- Product portfolio planning
- Financial skills
- Creating strategic reports
- Developing marketing plans
- Strategic positioning

## The Right Programme for You

You are a salesperson, junior account manager or you provide sales support in your company. This programme gives you the key skills you need to become a great salesperson and reach your targets.

New Managers



## Learn, Practice and Use

- **Identify** the behaviours and skills of a successful sales professional in today's world
- **Describe** different types of selling models that work
- **Identify** elements of the sales framework that you can use
- **Understand** prospecting basics and be able to conduct a great sales call
- **Use** a customer-centred selling approach to provide value
- **Choose** a closing technique to get the business
- **Manage** the customer relationship on an ongoing basis - stay close
- **Develop** an action plan to apply your new skills when you get back to your office
- **Apply** segmentation strategies to different customers
- **Describe** the "Find and Qualify the Business" process in easy steps
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
€1,995

### Live Online



**4 x 3-hour sessions**  
€1,995

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Key Account Management in B2B Markets

Move from transactional selling to key account management. Get the key skills you need to focus on your most important clients

## Highlights

- Learn how to select your next key accounts from your clients
- Use the Empathy Map Canvas to get more customer insights
- Set SMARTER key account goals for the future
- Communicate your KAM plans and get the "triple buy-in"

## Key Competences

- Key account management
- Strategic selling skills
- Customer value propositions
- Creating customer loyalty
- Managing KAM teams
- Value based pricing

## The Right Programme for You

You are a key account manager, sales manager, sales director or business unit manager. You want to develop your skills to manage your key accounts and ensure they are profitable for your company.

Senior Managers

Managers



## Learn, Practice and Use

- **Build** strategies to grow your key accounts profitably
- **Know** how to move from transactional sales techniques to a strategic selling approach
- **Get** real customer insights to support your strategies
- **Deep** dive into the clients' organization structure and decision-making processes
- **Explore** the building of powerful Customer Value Propositions
- **Grow** customer intimacy and loyalty to support your key accounts
- **Know** how to build long term customer enterprise-level relations up to the C-suite
- **Create** and manage a key account team
- **Know** how to manage and influence without formal authority
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
**€3,495**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Essentials of Sales Management

for New Sales Managers

Make the transition from a salesperson to sales manager. Get the essential skills you need to become a great manager

## Highlights

- Use DiSC® theory to understand different personality styles
- Develop your own short-range organizational plan
- Explore the 6 steps to becoming a great team leader
- Learn how to coach your team to success

## Key Competences

- Sales management skills
- Developing sales plans
- Recruiting & coaching skills
- Delegation skills
- Team building skills
- Motivating your team

## The Right Programme for You

You are a new sales manager. You need to quickly get the essential skills and tools to manage your sales team, respond to customers needs and report to senior management on your progress and goals.

New Managers



## Learn, Practice and Use

- **Make** a smooth transition to sales management
- **Effectively** plan—and target—customers and territories
- **Successfully** plan your logistical operations and organizational structure to support sales
- **Learn** about delegation and what you can and cannot delegate
- **Apply** the best-practices of team building and apply the 6 steps to become a team leader
- **Learn** how to recruit, coach and retain the best salespeople
- **Understand** all the challenges that new sales managers face including: team leader v team player, functional v people management, your style v team's style and more.
- **Develop** a plan to maximize all the team's strengths
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

Face-to-Face



3 days  
€2,995

Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Customer Service Excellence

How to win and keep customers

Providing great customer service is what keeps your customers coming back again and again

## Highlights

- Use and practice the 3 Cs of Customer Service Excellence - Credibility, Communication and Conflict Resolution
- Recognize how focusing on customers' expectations and needs can save time and reduce stress

## Key Competences

- Customer service excellence
- Conflict management
- Building credibility
- Communication skills
- Effective listening skills
- Influence & persuasion

## The Right Programme for You

You are a customer service representative, technical or support executive or work directly with clients. This programme gives you the skills you need to increase customer satisfaction and retention.

Managers

New Managers



## Learn, Practice and Use

- **Deliver** better, faster service and increase customer satisfaction
- **Learn** how to gain repeat business
- **Know** what customers expect and want
- **Increase** your credibility with customers—and your value to your organization
- **Manage** stressful situations more effectively
- **Recognize** the signals of customer irritation—and how to respond appropriately and assist in quickly finding a workable solution to your customer's problem
- **Respond** quick and efficiently to specific customer behaviours
- **Understand** why customer satisfaction is based on perceptions
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€2,295**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)



# The Professional Executive Assistant

Get the key business skills you need to support management and take your career to the next level

## Highlights

- Learn how to manage your time, set priorities and make decisions in a changing and challenging business world
- Use role plays and group work to practice the key skills you need and get direct and honest feedback

## Key Competences

- Time management
- Decision-making
- Creative thinking
- Management styles
- Communication skills
- Assertiveness skills

## The Right Programme for You

You are an experienced administrative professional or executive assistant. You manage a wide range of tasks and projects. You want to boost your career and get the key skills and knowledge you need for your role.

Admin Professionals



## Learn, Practice and Use

- **Understand** the changing business environment in which you operate and the impact it has on your role and the role of your manager
- **Enhance** your interpersonal skills
- **Become** a more confident decision-maker in your executive assistant role
- **Learn** how to become more effective in a top management team setting
- **Set** personal objectives and develop a plan for your own career and development
- **Be** able to apply creative thinking in difficult situations, and act more assertively when appropriate
- **Develop** the confidence to handle stressful and delicate situations
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**4 days**  
€2,995

### Live Online



**6 x 3-hour sessions**  
€2,495

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Partnering with Your Boss

## Strategic Skills for Administrative Professionals

**Build trust and credibility to strengthen your working relationship with your boss and increase your overall professional effectiveness**

### Highlights

- Learn key skills in goal setting, prioritizing, planning, decision-making, relationship building and listening
- Develop your communication and assertiveness skills to get more done on time and on target

### Key Competences

- Time management
- Goal setting skills
- Strategic decision making
- Building relationships
- Creating trust
- Assertiveness skills

### The Right Programme for You

You are an administrative professional or executive assistant. You manage a wide range of tasks and projects for your boss. You want to develop better working relationships with you manager and become more effective.

Admin Professionals



### Learn, Practice and Use

- **Learn** how to consistently anticipate your boss's needs and corporate goals
- **Collaborate** with your boss and build a working relationship
- **Get** the support you need from others to accomplish your job and achieve your boss's goals
- **Have** the authority to make—and act on—key decisions
- **Represent** your boss confidently in meetings and discussions
- **Be seen** by your boss and others as a valued professional in the organization
- **Learn** to work with multiple bosses and other office professionals every day
- **Use** your time effectively and get more things done
- **Understand** the characteristics of strategic working partnerships
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**2 days**  
**€1,995**

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Communication and Influence for Executive Assistants

Communicate effectively with your boss and colleagues to get projects and tasks done on time and on target

## Highlights

- Learn how to manage your time and priorities when reporting to several bosses
- Practice different communication style that you need when working with colleagues, bosses and senior managers

## Key Competences

- Self empowerment
- Conflict management
- Emotional intelligence
- Influencing skills
- Assertiveness skills
- Giving feedback

## The Right Programme for You

You are an experienced executive assistant or administrative professional. You need to learn new influencing and communication skills to get things done with your colleagues and senior managers.

Admin Professionals



## Learn, Practice and Use

- **Emphasize** your personal strengths and qualities and become more self-empowered
- **Know** how your personal style affects the decisions you make
- **Communicate** and interact with others more assertively and clearly
- **Develop** positive working relationships
- **Strengthen** your ability to take on future challenges, and trust in yourself
- **Become** more effective in managing tasks assigned and boost the success of your boss
- **Learn** about the 5 components of emotional intelligence and what they mean for you
- **Develop** the skills to give and receive feedback
- **Handle** conflict and difficult conversations professionally
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
€2,295

### Available In-Company

The programme is available as an In-Company solution for your teams. More information at [mce.eu/inco](https://mce.eu/inco)

# Management Skills for Administrative Professionals

The role of an administrative professional is changing fast. You need new skills to manage time, priorities, projects, conflicts & colleagues

## Highlights

- Learn how to manage change and plan for the future
- Use critical thinking skills to proactively reach new goals
- Practice effective listening skills and emotional intelligence to become a collaborative colleague and business partner

## Key Competences

- Time management
- Conflict management
- Critical thinking
- Emotional intelligence
- Communication skills
- Assertiveness skills

## The Right Programme for You

You are an experienced administrative professional. You need to expand your management skills as your role is changing. You are expected to plan, be assertive and get things done in today's business world.

Admin Professionals



## Learn, Practice and Use

- **Manage** changing roles and responsibilities whether working with bosses, peers, team members or customers
- **Clearly** and confidently communicate and negotiate to manage conflicts and achieve results
- **Apply** emotional intelligence and effective listening practices in your role
- **Use** strategic diplomacy to handle office politics, difficult people and demanding situations
- **Manage** your time and priorities in a very busy working world
- **Proactively** use critical thinking skills to achieve team goals
- **Be** more assertive by using verbal and non-verbal tools
- **Identify** and support different working style preferences with new tools
- **Share** your knowledge and challenges with your peers and MCE's highly experienced faculty

## Practical Information

### Face-to-Face



**3 days**  
€2,295

### Live Online



**4 x** 3-hour  
sessions  
€1,950

### PMI Certified

The programme is certified by the Project Management Institute® (PMI).  
More information at [mce.eu/pmi](https://mce.eu/pmi)

### Available In-Company

The programme is available as an In-Company solution for your teams.  
More information at [mce.eu/inco](https://mce.eu/inco)



# MCE Open Programmes Calendar January - December 2023



## Communication Skills

### Communicating Up, Down and Across the Organization Duration: 2 days

| JAN | FEB         | MAR | APR         | MAY         | JUN         | JUL | AUG       | SEP | OCT        | NOV | DEC       |
|-----|-------------|-----|-------------|-------------|-------------|-----|-----------|-----|------------|-----|-----------|
|     | 13-14 (BRU) |     | 24-25 (AMS) | 22-23 (BRU) | 12-13 (FRA) |     | 7-8 (PAR) |     | 9-10 (BRU) |     | 4-5 (FRA) |

### Communicating Up, Down and Across the Organization (Live Online) Duration: 4 sessions

| JAN | FEB       | MAR | APR | MAY         | JUN | JUL | AUG | SEP         | OCT | NOV         | DEC |
|-----|-----------|-----|-----|-------------|-----|-----|-----|-------------|-----|-------------|-----|
|     | 6-7 (LOL) |     |     | 22-23 (LOL) |     |     |     | 11-12 (LOL) |     | 20-21 (LOL) |     |

### How to Communicate with Diplomacy, Tact and Credibility Duration: 2 days

| JAN         | FEB         | MAR | APR | MAY         | JUN | JUL         | AUG | SEP | OCT        | NOV                      | DEC |
|-------------|-------------|-----|-----|-------------|-----|-------------|-----|-----|------------|--------------------------|-----|
| 30-31 (GVA) | 13-14 (BRU) |     |     | 15-16 (FRA) |     | 17-18 (PAR) |     |     | 9-10 (AMS) | 6-7 (PAR)<br>20-21 (BRU) |     |

### How to Communicate with Diplomacy, Tact and Credibility (Live Online) Duration: 4 sessions

| JAN | FEB       | MAR | APR | MAY         | JUN | JUL | AUG         | SEP | OCT | NOV        | DEC |
|-----|-----------|-----|-----|-------------|-----|-----|-------------|-----|-----|------------|-----|
|     | 2-3 (LOL) |     |     | 22-23 (LOL) |     |     | 14-15 (LOL) |     |     | 9-10 (LOL) |     |

### Communicating to Your Senior Management and Key Stakeholders Duration: 4 days

| JAN | FEB | MAR       | APR | MAY         | JUN | JUL         | AUG         | SEP         | OCT | NOV         | DEC       |
|-----|-----|-----------|-----|-------------|-----|-------------|-------------|-------------|-----|-------------|-----------|
|     |     | 6-9 (AMS) |     | 22-25 (BRU) |     | 17-20 (BCN) | 14-17 (LON) | 25-28 (BRU) |     | 20-23 (FRA) | 4-7 (LON) |

### Essentials of Conflict Management Duration: 2 days

| JAN | FEB | MAR       | APR | MAY | JUN       | JUL | AUG | SEP         | OCT | NOV       | DEC |
|-----|-----|-----------|-----|-----|-----------|-----|-----|-------------|-----|-----------|-----|
|     |     | 6-7 (VIE) |     |     | 5-6 (BRU) |     |     | 18-19 (FRA) |     | 6-7 (AMS) |     |

### Essentials of Conflict Management (Live Online) Duration: 4 sessions

| JAN | FEB         | MAR | APR         | MAY         | JUN | JUL       | AUG | SEP         | OCT         | NOV         | DEC |
|-----|-------------|-----|-------------|-------------|-----|-----------|-----|-------------|-------------|-------------|-----|
|     | 13-14 (LOL) |     | 17-18 (LOL) | 22-23 (LOL) |     | 3-4 (LOL) |     | 28-29 (LOL) | 19-20 (LOL) | 27-28 (LOL) |     |

## Presentation Skills

### Effective Presentation Skills Duration: 3 days

| JAN          | FEB | MAR | APR         | MAY         | JUN         | JUL | AUG | SEP         | OCT | NOV         | DEC |
|--------------|-----|-----|-------------|-------------|-------------|-----|-----|-------------|-----|-------------|-----|
| 30-1/2 (BRU) |     |     | 24-26 (FRA) | 22-24 (BRU) | 19-21 (AMS) |     |     | 25-27 (BRU) |     | 27-29 (FRA) |     |

### Effective Executive Speaking Duration: 3 days

| JAN | FEB       | MAR | APR | MAY       | JUN         | JUL | AUG | SEP         | OCT | NOV         | DEC |
|-----|-----------|-----|-----|-----------|-------------|-----|-----|-------------|-----|-------------|-----|
|     | 6-8 (BRU) |     |     | 3-5 (AMS) | 12-14 (FRA) |     |     | 11-13 (BRU) |     | 20-22 (AMS) |     |

### Giving Great Virtual Presentations (Live Online) Duration: 4 sessions

| JAN | FEB | MAR       | APR | MAY | JUN         | JUL | AUG | SEP | OCT         | NOV | DEC |
|-----|-----|-----------|-----|-----|-------------|-----|-----|-----|-------------|-----|-----|
|     |     | 6-7 (LOL) |     |     | 26-27 (LOL) |     |     |     | 23-24 (LOL) |     |     |

## Influencing Skills

### Developing Personal Influence and Impact Duration: 4 days

| JAN         | FEB         | MAR       | APR         | MAY         | JUN         | JUL                      | AUG         | SEP | OCT                       | NOV         | DEC         |
|-------------|-------------|-----------|-------------|-------------|-------------|--------------------------|-------------|-----|---------------------------|-------------|-------------|
| 23-26 (AMS) | 13-16 (GVA) | 6-9 (FRA) | 24-27 (BRU) | 22-25 (BCN) | 12-15 (AMS) | 3-7 (LON)<br>24-27 (PRG) | 14-17 (BCN) |     | 9-12 (FRA)<br>23-26 (AMS) | 13-16 (BRU) | 11-14 (LON) |

### Expanding Your Influence: Understanding the Psychology of Persuasion (Live Online) Duration: 3 sessions

| JAN | FEB | MAR | APR | MAY         | JUN | JUL | AUG | SEP         | OCT | NOV         | DEC |
|-----|-----|-----|-----|-------------|-----|-----|-----|-------------|-----|-------------|-----|
|     |     |     |     | 15-17 (LOL) |     |     |     | 18-20 (LOL) |     | 27-29 (LOL) |     |

### Getting Results Without Authority Duration: 3 days

| JAN         | FEB | MAR         | APR | MAY         | JUN         | JUL         | AUG | SEP         | OCT        | NOV         | DEC |
|-------------|-----|-------------|-----|-------------|-------------|-------------|-----|-------------|------------|-------------|-----|
| 23-25 (AMS) |     | 13-15 (FRA) |     | 22-24 (LON) | 19-21 (BRU) | 24-26 (BCN) |     | 18-20 (FRA) | 9-11 (AMS) | 20-22 (BRU) |     |

### Getting Results Without Authority (Live Online) Duration: 4 sessions

| JAN         | FEB | MAR         | APR | MAY | JUN       | JUL | AUG | SEP | OCT         | NOV | DEC         |
|-------------|-----|-------------|-----|-----|-----------|-----|-----|-----|-------------|-----|-------------|
| 16-17 (LOL) |     | 27-28 (LOL) |     |     | 5-6 (LOL) |     |     |     | 23-24 (LOL) |     | 11-12 (LOL) |

### Essentials of Negotiation: for all Business People Duration: 3 days

| JAN          | FEB | MAR | APR | MAY         | JUN | JUL | AUG         | SEP | OCT | NOV         | DEC |
|--------------|-----|-----|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|
| 30-1/2 (GVA) |     |     |     | 22-24 (BRU) |     |     | 14-16 (FRA) |     |     | 27-29 (VIE) |     |



|     |             |     |           |     |            |     |           |     |        |     |        |     |        |
|-----|-------------|-----|-----------|-----|------------|-----|-----------|-----|--------|-----|--------|-----|--------|
| LOL | Live Online | BCN | Barcelona | BRU | Brussels   | DXB | Dubai     | LON | London | MUC | Munich | VIE | Vienna |
| AMS | Amsterdam   | BER | Berlin    | CPH | Copenhagen | FRA | Frankfurt | MAD | Madrid | PAR | Paris  | WAW | Warsaw |
| ATH | Athens      | BSL | Basel     | CAI | Cairo      | GVA | Geneva    | MIL | Milan  | PRG | Prague |     |        |

## New Ways of Thinking

| Developing Your Analytical Skills: How to Research and Present Information |     |           |     |     |             |     |           |     |            |     | Duration: 2 days |
|--|-----|-----------|-----|-----|-------------|-----|-----------|-----|------------|-----|------------------|
| JAN  | FEB | MAR       | APR | MAY | JUN         | JUL | AUG       | SEP | OCT        | NOV | DEC              |
|  |     | 6-7 (BRU) |     |     | 12-13 (VIE) |     | 7-8 (LON) |     | 9-10 (AMS) |     | 4-5 (LON)        |

| Developing Your Analytical Skills: How to Research and Present Information (Live Online) |     |           |     |     |             |     |     |     |     |             | Duration: 4 sessions |
|--|-----|-----------|-----|-----|-------------|-----|-----|-----|-----|-------------|----------------------|
| JAN  | FEB | MAR       | APR | MAY | JUN         | JUL | AUG | SEP | OCT | NOV         | DEC                  |
| 30-2/2 (LOL)   |     | 6-7 (LOL) |     |     | 19-22 (LOL) |     |     |     |     | 13-14 (LOL) |                      |

| Critical Thinking |     |             |     |             |     |             |     |             |     |             | Duration: 2 days |
|-------------------|-----|-------------|-----|-------------|-----|-------------|-----|-------------|-----|-------------|------------------|
| JAN               | FEB | MAR         | APR | MAY         | JUN | JUL         | AUG | SEP         | OCT | NOV         | DEC              |
|                   |     | 13-14 (BRU) |     | 15-16 (FRA) |     | 10-11 (BCN) |     | 18-19 (FRA) |     | 20-21 (LON) |                  |

| Critical Thinking (Live Online) |           |     |     |           |     |     |     |     |           |             | Duration: 4 sessions |
|---------------------------------|-----------|-----|-----|-----------|-----|-----|-----|-----|-----------|-------------|----------------------|
| JAN                             | FEB       | MAR | APR | MAY       | JUN | JUL | AUG | SEP | OCT       | NOV         | DEC                  |
|                                 | 6-7 (LOL) |     |     | 4-5 (LOL) |     |     |     |     | 5-6 (LOL) | 27-28 (LOL) |                      |

| Strategic Thinking |     |            |     |             |     |             |             |     |             |     | Duration: 2 days |
|--------------------|-----|------------|-----|-------------|-----|-------------|-------------|-----|-------------|-----|------------------|
| JAN                | FEB | MAR        | APR | MAY         | JUN | JUL         | AUG         | SEP | OCT         | NOV | DEC              |
|                    |     | 9-10 (BRU) |     | 18-19 (BCN) |     | 13-14 (LON) | 17-18 (BCN) |     | 19-20 (AMS) |     | 7-8 (LON)        |

| Design Thinking: A Customer-Centric Process for Rapid Innovation |     |             |     |     |             |     |     |     |            |     | Duration: 2 days |
|--|-----|-------------|-----|-----|-------------|-----|-----|-----|------------|-----|------------------|
| JAN  | FEB | MAR         | APR | MAY | JUN         | JUL | AUG | SEP | OCT        | NOV | DEC              |
|  |     | 13-14 (BRU) |     |     | 12-13 (AMS) |     |     |     | 9-10 (VIE) |     | 4-5 (LON)        |

## The Virtual Business World

| The Successful Virtual Team Member (Live Online) |     |     |             |     |     |     |             |     |     |             | Duration: 3 sessions |
|--|-----|-----|-------------|-----|-----|-----|-------------|-----|-----|-------------|----------------------|
| JAN  | FEB | MAR | APR         | MAY | JUN | JUL | AUG         | SEP | OCT | NOV         | DEC                  |
|  |     |     | 24-26 (LOL) |     |     |     | 14-16 (LOL) |     |     | 20-22 (LOL) |                      |

| The Virtual Trainer: Success Strategies for Facilitating Live Online Training (Live Online) |     |             |     |     |           |     |     |     |             |     | Duration: 4 sessions |
|---|-----|-------------|-----|-----|-----------|-----|-----|-----|-------------|-----|----------------------|
| JAN   | FEB | MAR         | APR | MAY | JUN       | JUL | AUG | SEP | OCT         | NOV | DEC                  |
|   |     | 27-28 (LOL) |     |     | 5-6 (LOL) |     |     |     | 12-13 (LOL) |     |                      |

| Essentials of Time Management |     |             |     |             |     |     |     |             |     |             | Duration: 2 days |
|-------------------------------|-----|-------------|-----|-------------|-----|-----|-----|-------------|-----|-------------|------------------|
| JAN                           | FEB | MAR         | APR | MAY         | JUN | JUL | AUG | SEP         | OCT | NOV         | DEC              |
| 23-24 (BRU)                   |     | 13-14 (FRA) |     | 22-23 (BRU) |     |     |     | 18-19 (AMS) |     | 20-21 (BRU) |                  |

| Essentials of Time Management (Live Online) |     |             |     |     |             |     |     |     |             |     | Duration: 4 sessions |
|---|-----|-------------|-----|-----|-------------|-----|-----|-----|-------------|-----|----------------------|
| JAN   | FEB | MAR         | APR | MAY | JUN         | JUL | AUG | SEP | OCT         | NOV | DEC                  |
| 30-31 (LOL)                                 |     | 13-14 (LOL) |     |     | 12-13 (LOL) |     |     |     | 09-10 (LOL) |     |                      |

## Women in Business

| MCE Women's Leadership Certificate Programme |     |             |     |             |     |             |     |     |            |             | Duration: 2 days |
|--|-----|-------------|-----|-------------|-----|-------------|-----|-----|------------|-------------|------------------|
| JAN  | FEB | MAR         | APR | MAY         | JUN | JUL         | AUG | SEP | OCT        | NOV         | DEC              |
| 30-31 (AMS)                                  |     | 13-14 (MAR) |     | 11-12 (BCN) |     | 24-25 (PRG) |     |     | 9-10 (PAR) | 27-28 (BRU) |                  |

| MCE Women's Leadership Certificate Programme (Live Online) |     |            |     |     |             |     |     |     |           |     | Duration: 4 sessions |
|--|-----|------------|-----|-----|-------------|-----|-----|-----|-----------|-----|----------------------|
| JAN  | FEB | MAR        | APR | MAY | JUN         | JUL | AUG | SEP | OCT       | NOV | DEC                  |
|  |     | 9-10 (LOL) |     |     | 12-13 (LOL) |     |     |     | 5-6 (LOL) |     | 11-12 (LOL)          |

| Women Leading with Impact: Resilience and Strategic Risk-taking |     |     |             |     |     |             |     |     |     |           | Duration: 2 days |
|---|-----|-----|-------------|-----|-----|-------------|-----|-----|-----|-----------|------------------|
| JAN   | FEB | MAR | APR         | MAY | JUN | JUL         | AUG | SEP | OCT | NOV       | DEC              |
|   |     |     | 24-25 (AMS) |     |     | 24-25 (PAR) |     |     |     | 6-7 (BRU) |                  |

| Assertiveness Training for Women in Business |     |     |             |     |           |     |             |     |             |     | Duration: 3 days |
|--|-----|-----|-------------|-----|-----------|-----|-------------|-----|-------------|-----|------------------|
| JAN  | FEB | MAR | APR         | MAY | JUN       | JUL | AUG         | SEP | OCT         | NOV | DEC              |
| 23-25 (PAR)                                  |     |     | 24-26 (BRU) |     | 5-7 (BCN) |     | 14-16 (LON) |     | 16-18 (AMS) |     |                  |

| Assertiveness Training for Women in Business (Live Online) |     |             |     |     |     |             |     |     |             |     | Duration: 4 sessions |
|--|-----|-------------|-----|-----|-----|-------------|-----|-----|-------------|-----|----------------------|
| JAN  | FEB | MAR         | APR | MAY | JUN | JUL         | AUG | SEP | OCT         | NOV | DEC                  |
|  |     | 13-14 (LOL) |     |     |     | 10-11 (LOL) |     |     | 19-20 (LOL) |     |                      |

| Executive Presence for Women |     |             |     |             |     |     |             |     |     |           | Duration: 2 days |
|------------------------------|-----|-------------|-----|-------------|-----|-----|-------------|-----|-----|-----------|------------------|
| JAN                          | FEB | MAR         | APR | MAY         | JUN | JUL | AUG         | SEP | OCT | NOV       | DEC              |
|                              |     | 13-14 (FRA) |     | 22-23 (BRU) |     |     | 21-22 (BCN) |     |     | 6-7 (BRU) |                  |



|     |             |     |           |     |            |     |           |     |        |     |        |     |        |
|-----|-------------|-----|-----------|-----|------------|-----|-----------|-----|--------|-----|--------|-----|--------|
| LOL | Live Online | BCN | Barcelona | BRU | Brussels   | DXB | Dubai     | LON | London | MUC | Munich | VIE | Vienna |
| AMS | Amsterdam   | BER | Berlin    | CPH | Copenhagen | FRA | Frankfurt | MAD | Madrid | PAR | Paris  | WAW | Warsaw |
| ATH | Athens      | BSL | Basel     | CAI | Cairo      | GVA | Geneva    | MIL | Milan  | PRG | Prague |     |        |

## New Management Skills

| Essentials of Management: For New Managers |   |                          |             |   |  |                           |     |   |   |   | Duration: 2 days |  |
|--|---|--------------------------|-------------|---|--|---------------------------|-----|---|---|---|------------------|--|
| JAN  | FEB                                     | MAR                      | APR         | MAY   | JUN  | JUL                       | AUG | SEP                                       | OCT                                     | NOV                                     | DEC              |  |
| 23-24 (AMS)<br>30-31 (BRU)                 | 6-7 (CPH)<br>13-14 (AMS)<br>13-14 (FRA) | 6-7 (GVA)<br>13-14 (MAD) | 24-25 (BRU) | 1-2 (IST)<br>4-5 (MIL)<br>15-16 (ATH)<br>21-22 (CAI)<br>22-23 (PAR)<br>22-23 (PRG)<br>15-16 (MUN) | 1-2 (WAW)<br>12-13 (BER)<br>19-20 (AMS)<br>26-27 (BRU) | 3-4 (LON)<br>31-1/8 (BCN) |     | 11-12 (GVA)<br>25-26 (FRA)<br>25-26 (MAD) | 8-10 (CAI)<br>9-10 (PAR)<br>16-17 (BRU) | 6-7 (CPH)<br>13-14 (ATH)<br>27-28 (BRU) | 4-5 (LON)        |  |

| Essentials of Management: For New Managers (Live Online) |             |             |     |             |     |     |     |             |     |     | Duration: 4 sessions |  |
|--|-------------|-------------|-----|-------------|-----|-----|-----|-------------|-----|-----|----------------------|--|
| JAN  | FEB         | MAR         | APR | MAY         | JUN | JUL | AUG | SEP         | OCT | NOV | DEC                  |  |
|  | 13-14 (LOL) | 13-16 (LOL) |     | 15-16 (LOL) |     |     |     | 11-12 (LOL) |     |     |                      |  |

## People Management Skills

| Successfully Managing People |                             |                                       |                            |   |   |                            |           |             |   |           | Duration: 3 days         |  |
|------------------------------|-----------------------------|---------------------------------------|----------------------------|---|---|----------------------------|-----------|-------------|---|-----------|--------------------------|--|
| JAN                          | FEB                         | MAR                                   | APR                        | MAY   | JUN                                       | JUL                        | AUG       | SEP         | OCT   | NOV       | DEC                      |  |
| 23-25 (FRA)                  | 20-22 (PAR)<br>27-1/3 (DXB) | 6-8 (BRU)<br>6-8 (GVA)<br>13-15 (MUN) | 17-19 (COP)<br>24-26 (MIL) | 8-10 (IST)<br>10-12 (AMS)<br>15-17 (ATH)<br>15-17 (BER)<br>15-17 (BCN)<br>22-24 (FRA)<br>31-2/6 (PRG) | 12-14 (PAR)<br>12-14 (WAW)<br>19-21 (BRU) | 17-19 (BCN)<br>24-26 (MAD) | 7-9 (LON) | 25-27 (BRU) | 2-4 (DXB)<br>4-6 (GVA)<br>6-8 (ATH)<br>9-11 (AMS)<br>16-18 (FRA)<br>23-25 (PRG) | 6-8 (CPH) | 4-6 (LON)<br>11-13 (BRU) |  |

| Successfully Managing People (Live Online) |     |           |     |             |     |     |     |     |            |     | Duration: 4 sessions |  |
|--|-----|-----------|-----|-------------|-----|-----|-----|-----|------------|-----|----------------------|--|
| JAN  | FEB | MAR       | APR | MAY         | JUN | JUL | AUG | SEP | OCT        | NOV | DEC                  |  |
| 23-24 (LOL)                                |     | 6-7 (LOL) |     | 22-26 (LOL) |     |     |     |     | 9-10 (LOL) |     | 4-5 (LOL)            |  |

| Managing Hybrid Teams |     |          |     |     |          |     |     |     |     |         | Duration: 1 day |  |
|-----------------------|-----|----------|-----|-----|----------|-----|-----|-----|-----|---------|-----------------|--|
| JAN                   | FEB | MAR      | APR | MAY | JUN      | JUL | AUG | SEP | OCT | NOV     | DEC             |  |
|                       |     | 20 (BRU) |     |     | 19 (FRA) |     |     |     |     | 6 (AMS) |                 |  |

| Managing People in an International Environment |     |             |     |             |     |             |     |             |     |             | Duration: 4 days |  |
|---|-----|-------------|-----|-------------|-----|-------------|-----|-------------|-----|-------------|------------------|--|
| JAN   | FEB | MAR         | APR | MAY         | JUN | JUL         | AUG | SEP         | OCT | NOV         | DEC              |  |
|   |     | 13-16 (FRA) |     | 15-18 (PRG) |     | 17-20 (BCN) |     | 18-21 (AMS) |     | 27-30 (BRU) | 4-7 (LON)        |  |

## Leadership Skills

| Preparing for Leadership |             |             |     |             |             |             |     |             |     |               | Duration: 2 days |  |
|--------------------------|-------------|-------------|-----|-------------|-------------|-------------|-----|-------------|-----|---------------|------------------|--|
| JAN                      | FEB         | MAR         | APR | MAY         | JUN         | JUL         | AUG | SEP         | OCT | NOV           | DEC              |  |
|                          | 16-17 (BRU) | 16-17 (VIE) |     | 18-19 (PRG) | 15-16 (BCN) | 27-28 (LON) |     | 28-29 (FRA) |     | 30-1/12 (LON) |                  |  |

| Preparing for Leadership (Live Online) |           |     |     |             |     |     |     |           |     |           | Duration: 3 sessions |  |
|--|-----------|-----|-----|-------------|-----|-----|-----|-----------|-----|-----------|----------------------|--|
| JAN                                    | FEB       | MAR | APR | MAY         | JUN | JUL | AUG | SEP       | OCT | NOV       | DEC                  |  |
|  | 1-3 (LOL) |     |     | 15-17 (LOL) |     |     |     | 4-6 (LOL) |     | 6-8 (LOL) |                      |  |

| Developing Executive Leadership |     |           |     |             |     |             |             |     |             |     | Duration: 3 days |  |
|---------------------------------|-----|-----------|-----|-------------|-----|-------------|-------------|-----|-------------|-----|------------------|--|
| JAN                             | FEB | MAR       | APR | MAY         | JUN | JUL         | AUG         | SEP | OCT         | NOV | DEC              |  |
|                                 |     | 6-8 (BRU) |     | 15-17 (BCN) |     | 10-12 (LON) | 14-16 (BCN) |     | 16-18 (AMS) |     | 4-6 (LON)        |  |

| Developing Executive Leadership (Live Online) |           |     |     |     |           |     |             |     |            |     | Duration: 4 sessions |  |
|---|-----------|-----|-----|-----|-----------|-----|-------------|-----|------------|-----|----------------------|--|
| JAN   | FEB       | MAR | APR | MAY | JUN       | JUL | AUG         | SEP | OCT        | NOV | DEC                  |  |
|   | 2-3 (LOL) |     |     |     | 5-6 (LOL) |     | 17-18 (LOL) |     | 9-10 (LOL) |     |                      |  |

| The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results |           |           |     |             |     |     |           |             |     |             | Duration: 3 days |  |
|---|-----------|-----------|-----|-------------|-----|-----|-----------|-------------|-----|-------------|------------------|--|
| JAN   | FEB       | MAR       | APR | MAY         | JUN | JUL | AUG       | SEP         | OCT | NOV         | DEC              |  |
|   | 6-8 (BRU) | 6-8 (AMS) |     | 22-24 (FRA) |     |     | 7-9 (BCN) | 25-27 (BRU) |     | 13-15 (FRA) | 4-6 (LON)        |  |

| The Voice of Leadership: How Leaders Inspire, Influence and Achieve Results (Live Online) |     |           |     |             |     |     |             |     |             |     | Duration: 4 sessions |  |
|---|-----|-----------|-----|-------------|-----|-----|-------------|-----|-------------|-----|----------------------|--|
| JAN   | FEB | MAR       | APR | MAY         | JUN | JUL | AUG         | SEP | OCT         | NOV | DEC                  |  |
|   |     | 6-7 (LOL) |     | 22-23 (LOL) |     |     | 14-15 (LOL) |     | 30-31 (LOL) |     |                      |  |

| Leading in a VUCA World |     |     |             |     |     |     |     |     |             |     | Duration: 2 days |  |
|-------------------------|-----|-----|-------------|-----|-----|-----|-----|-----|-------------|-----|------------------|--|
| JAN                     | FEB | MAR | APR         | MAY | JUN | JUL | AUG | SEP | OCT         | NOV | DEC              |  |
|                         |     |     | 24-25 (AMS) |     |     |     |     |     | 16-17 (LON) |     |                  |  |

| Leading with Emotional Intelligence |     |             |     |     |             |     |     |     |            |     | Duration: 3 days |  |
|-------------------------------------|-----|-------------|-----|-----|-------------|-----|-----|-----|------------|-----|------------------|--|
| JAN                                 | FEB | MAR         | APR | MAY | JUN         | JUL | AUG | SEP | OCT        | NOV | DEC              |  |
|                                     |     | 13-15 (BRU) |     |     | 12-14 (FRA) |     |     |     | 9-11 (AMS) |     | 11-13 (LON)      |  |

| Leading with Emotional Intelligence (Live Online) |             |     |     |             |     |     |     |           |     |             | Duration: 4 sessions |  |
|---|-------------|-----|-----|-------------|-----|-----|-----|-----------|-----|-------------|----------------------|--|
| JAN   | FEB         | MAR | APR | MAY         | JUN | JUL | AUG | SEP       | OCT | NOV         | DEC                  |  |
|   | 13-14 (LOL) |     |     | 22-23 (LOL) |     |     |     | 4-5 (LOL) |     | 27-28 (LOL) |                      |  |



|     |             |     |           |     |            |     |           |     |        |     |        |     |        |
|-----|-------------|-----|-----------|-----|------------|-----|-----------|-----|--------|-----|--------|-----|--------|
| LOL | Live Online | BCN | Barcelona | BRU | Brussels   | DXB | Dubai     | LON | London | MUC | Munich | VIE | Vienna |
| AMS | Amsterdam   | BER | Berlin    | CPH | Copenhagen | FRA | Frankfurt | MAD | Madrid | PAR | Paris  | WAW | Warsaw |
| ATH | Athens      | BSL | Basel     | CAI | Cairo      | GVA | Geneva    | MIL | Milan  | PRG | Prague |     |        |

| Leading Virtual Teams |             |     |     |     |           |     |     |     |            |     | Duration: 2 days |
|-----------------------|-------------|-----|-----|-----|-----------|-----|-----|-----|------------|-----|------------------|
| JAN                   | FEB         | MAR | APR | MAY | JUN       | JUL | AUG | SEP | OCT        | NOV | DEC              |
|                       | 20-21 (BRU) |     |     |     | 5-6 (LON) |     |     |     | 9-10 (MAD) |     |                  |

| Leading Virtual Teams (Live Online) |              |     |     |     |             |     |     |     |             |     | Duration: 3 sessions |
|-------------------------------------|--------------|-----|-----|-----|-------------|-----|-----|-----|-------------|-----|----------------------|
| JAN                                 | FEB          | MAR | APR | MAY | JUN         | JUL | AUG | SEP | OCT         | NOV | DEC                  |
|                                     | 27-1/3 (LOL) |     |     |     | 26-28 (LOL) |     |     |     | 23-25 (LOL) |     | 11-13 (LOL)          |

| Agile Leadership |     |         |     |     |          |     |     |     |         |     | Duration: 1 day |
|------------------|-----|---------|-----|-----|----------|-----|-----|-----|---------|-----|-----------------|
| JAN              | FEB | MAR     | APR | MAY | JUN      | JUL | AUG | SEP | OCT     | NOV | DEC             |
|                  |     | 6 (BRU) |     |     | 12 (BRU) |     |     |     | 9 (BRU) |     |                 |

| Strategic Leadership for Senior Managers |              |             |     |                           |     |             |             |             |            |     | Duration: 4 days |
|--|--------------|-------------|-----|---------------------------|-----|-------------|-------------|-------------|------------|-----|------------------|
| JAN                                      | FEB          | MAR         | APR | MAY                       | JUN | JUL         | AUG         | SEP         | OCT        | NOV | DEC              |
|  | 27-2/3 (DXB) | 13-16 (LON) |     | 8-11 (IST)<br>22-25 (BCN) |     | 24-27 (LON) | 21-24 (PAR) | 25-28 (AMS) | 9-12 (PRG) |     | 11-14 (LON)      |

| Advanced Leadership Programme |             |     |             |     |     |             |             |     |     |             | Duration: 4 days |
|-------------------------------|-------------|-----|-------------|-----|-----|-------------|-------------|-----|-----|-------------|------------------|
| JAN                           | FEB         | MAR | APR         | MAY | JUN | JUL         | AUG         | SEP | OCT | NOV         | DEC              |
|                               | 13-16 (BRU) |     | 24-27 (FRA) |     |     | 10-13 (BCN) | 14-17 (LON) |     |     | 27-30 (BRU) | 11-14 (LON)      |

| Change Management Workshop for Senior Executives: Where to Start and What to Change |           |     |     |             |     |     |     |     |     |     | Duration: 4 days |
|---|-----------|-----|-----|-------------|-----|-----|-----|-----|-----|-----|------------------|
| JAN   | FEB       | MAR | APR | MAY         | JUN | JUL | AUG | SEP | OCT | NOV | DEC              |
|   | 6-7 (BRU) |     |     | 15-16 (AMS) |     |     |     |     |     |     |                  |

## Diversity & Inclusion

| Finding Common Ground : How to Overcome Unconscious Bias |     |         |     |     |         |     |     |     |     |          | Duration: 1 day |
|--|-----|---------|-----|-----|---------|-----|-----|-----|-----|----------|-----------------|
| JAN  | FEB | MAR     | APR | MAY | JUN     | JUL | AUG | SEP | OCT | NOV      | DEC             |
|  |     | 6 (FRA) |     |     | 5 (BRU) |     |     |     |     | 20 (AMS) |                 |

| Diversity & Inclusion: Building and Leading an Inclusive Workplace |     |           |     |     |             |     |     |     |     |           | Duration: 3 days |
|--|-----|-----------|-----|-----|-------------|-----|-----|-----|-----|-----------|------------------|
| JAN  | FEB | MAR       | APR | MAY | JUN         | JUL | AUG | SEP | OCT | NOV       | DEC              |
|  |     | 6-8 (BRU) |     |     | 26-28 (AMS) |     |     |     |     | 6-8 (FRA) |                  |

| Developing a Culture of Respect: How to Cultivate a Harassment-Free Organization |             |     |     |             |     |     |           |     |     |             | Duration: 2 days |
|--|-------------|-----|-----|-------------|-----|-----|-----------|-----|-----|-------------|------------------|
| JAN  | FEB         | MAR | APR | MAY         | JUN | JUL | AUG       | SEP | OCT | NOV         | DEC              |
|  | 13-14 (BRU) |     |     | 15-16 (PAR) |     |     | 7-8 (BCN) |     |     | 27-28 (AMS) |                  |

| Leadership Strategies for Creating a Respectful Workplace |             |     |     |             |     |     |     |     |             |     | Duration: 2 days |
|---|-------------|-----|-----|-------------|-----|-----|-----|-----|-------------|-----|------------------|
| JAN   | FEB         | MAR | APR | MAY         | JUN | JUL | AUG | SEP | OCT         | NOV | DEC              |
|   | 13-14 (LON) |     |     | 22-23 (MAD) |     |     |     |     | 16-17 (AMS) |     |                  |

| Leading in a Diverse and Inclusive Culture |           |     |     |             |     |     |     |     |     |             | Duration: 2 days |
|--|-----------|-----|-----|-------------|-----|-----|-----|-----|-----|-------------|------------------|
| JAN  | FEB       | MAR | APR | MAY         | JUN | JUL | AUG | SEP | OCT | NOV         | DEC              |
|  | 6-7 (AMS) |     |     | 15-16 (LON) |     |     |     |     |     | 27-28 (BCN) |                  |

## Agility, Innovation and Change

| Strategic Agility and Resilience |     |             |     |     |             |     |     |     |           |     | Duration: 2 days |
|----------------------------------|-----|-------------|-----|-----|-------------|-----|-----|-----|-----------|-----|------------------|
| JAN                              | FEB | MAR         | APR | MAY | JUN         | JUL | AUG | SEP | OCT       | NOV | DEC              |
|                                  |     | 20-21 (BRU) |     |     | 26-27 (LON) |     |     |     | 2-3 (AMS) |     |                  |

| Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure |     |           |     |     |             |     |     |     |     |             | Duration: 2 days |
|---|-----|-----------|-----|-----|-------------|-----|-----|-----|-----|-------------|------------------|
| JAN   | FEB | MAR       | APR | MAY | JUN         | JUL | AUG | SEP | OCT | NOV         | DEC              |
| 23-24 (AMS)   |     | 6-7 (BRU) |     |     | 12-13 (FRA) |     |     |     |     | 20-21 (VIE) |                  |

| Managing Chaos: Tools to Set Priorities and Make Decisions Under Pressure (Live Online) |     |     |     |             |     |     |     |             |     |     | Duration: 4 sessions |
|---|-----|-----|-----|-------------|-----|-----|-----|-------------|-----|-----|----------------------|
| JAN   | FEB | MAR | APR | MAY         | JUN | JUL | AUG | SEP         | OCT | NOV | DEC                  |
|   |     |     |     | 11-12 (LOL) |     |     |     | 18-19 (LOL) |     |     | 7-8 (LOL)            |

| Leading Disruptive Change and Innovation: Your Plan for Breakthrough Gro |     |             |     |     |             |     |     |     |             |     | Duration: 2 days |
|--|-----|-------------|-----|-----|-------------|-----|-----|-----|-------------|-----|------------------|
| JAN  | FEB | MAR         | APR | MAY | JUN         | JUL | AUG | SEP | OCT         | NOV | DEC              |
|  |     | 27-28 (LON) |     |     | 12-13 (AMS) |     |     |     | 16-17 (FRA) |     |                  |

| Innovation in a VUCA World |     |             |     |     |           |     |     |             |     |     | Duration: 3 days |
|----------------------------|-----|-------------|-----|-----|-----------|-----|-----|-------------|-----|-----|------------------|
| JAN                        | FEB | MAR         | APR | MAY | JUN       | JUL | AUG | SEP         | OCT | NOV | DEC              |
|                            |     | 13-15 (AMS) |     |     | 5-7 (BRU) |     |     | 25-27 (FRA) |     |     |                  |

## Coaching Skills

| Coaching from a Distance: Developing Your Team When You Can't Be Face to Face (Live Online) |     |             |     |     |           |     |     |     |     |            | Duration: 4 sessions |
|---|-----|-------------|-----|-----|-----------|-----|-----|-----|-----|------------|----------------------|
| JAN   | FEB | MAR         | APR | MAY | JUN       | JUL | AUG | SEP | OCT | NOV        | DEC                  |
|   |     | 20-21 (LOL) |     |     | 1-2 (LOL) |     |     |     |     | 9-10 (LOL) |                      |



|     |             |     |           |     |            |     |           |     |        |     |        |     |        |
|-----|-------------|-----|-----------|-----|------------|-----|-----------|-----|--------|-----|--------|-----|--------|
| LOL | Live Online | BCN | Barcelona | BRU | Brussels   | DXB | Dubai     | LON | London | MUC | Munich | VIE | Vienna |
| AMS | Amsterdam   | BER | Berlin    | CPH | Copenhagen | FRA | Frankfurt | MAD | Madrid | PAR | Paris  | WAW | Warsaw |
| ATH | Athens      | BSL | Basel     | CAI | Cairo      | GVA | Geneva    | MIL | Milan  | PRG | Prague |     |        |



## Mini MBA

| 5-Day Mini MBA |  |   |             |  |   |   |            |   |   |   | Duration: 5 days         |
|----------------|--|---|-------------|--|---|---|------------|---|---|---|--------------------------|
| JAN            | FEB  | MAR   | APR         | MAY                                      | JUN                                       | JUL                                     | AUG        | SEP                                       | OCT   | NOV   | DEC                      |
| 23-27 (BRU)    | 13-17 (FRA)<br>20-24 (IST)<br>27-3/3 (MIL) | 5-9 (DXB)<br>6-10 (BRU)<br>6-10 (BCN)<br>13-17 (CPH)<br>13-17 (GVA) | 17-21 (AMS) | 7-11 (CAI)<br>22-26 (BRU)<br>22-26 (MUC) | 12-16 (VIE)<br>19-23 (ATH)<br>19-23 (PAR) | 3-7 (IST)<br>10-14 (BCN)<br>24-28 (PRG) | 7-11 (LON) | 18-22 (FRA)<br>25-29 (GVA)<br>25-29 (BRU) | 8-12 (DXB)<br>9-13 (CPH)<br>9-13 (MIL)<br>16-20 (AMS) | 6-10 (PAR)<br>13-17 (MUN)<br>20-24 (BRU)<br>27-1/12 (IST) | 4-8 (LON)<br>11-15 (AMS) |

| Mini MBA (Live Online) |            |     |     |                            |     |     |     |     |     |             | Duration: 12 sessions |
|------------------------|------------|-----|-----|----------------------------|-----|-----|-----|-----|-----|-------------|-----------------------|
| JAN                    | FEB        | MAR | APR | MAY                        | JUN | JUL | AUG | SEP | OCT | NOV         | DEC                   |
|                        | 6-15 (LOL) |     |     | 15-24 (LOL)<br>18-27 (LOL) |     |     |     |     |     | 20-29 (LOL) |                       |

| 5-Day Mini MBA for the Pharma and Biotech Industries |            |             |             |             |     |             |     |     |             |               | Duration: 5 days |
|--|------------|-------------|-------------|-------------|-----|-------------|-----|-----|-------------|---------------|------------------|
| JAN  | FEB        | MAR         | APR         | MAY         | JUN | JUL         | AUG | SEP | OCT         | NOV           | DEC              |
| 23-27 (BSL)  | 6-10 (BSL) | 13-17 (BRU) | 24-28 (BSL) | 22-26 (MUC) |     | 24-28 (BCN) |     |     | 16-20 (BSL) | 27-1/12 (LON) |                  |

| Mini MBA for the Pharma and Biotech Industries (Live Online) |     |            |     |     |             |     |             |     |            |     | Duration: 12 sessions |
|--|-----|------------|-----|-----|-------------|-----|-------------|-----|------------|-----|-----------------------|
| JAN  | FEB | MAR        | APR | MAY | JUN         | JUL | AUG         | SEP | OCT        | NOV | DEC                   |
|  |     | 6-15 (LOL) |     |     | 12-21 (LOL) |     | 14-23 (LOL) |     | 9-18 (LOL) |     |                       |

| 5-Day Mini MBA for the Medical Devices Industry |            |     |     |             |     |     |     |             |             |     | Duration: 5 days |
|---|------------|-----|-----|-------------|-----|-----|-----|-------------|-------------|-----|------------------|
| JAN   | FEB        | MAR | APR | MAY         | JUN | JUL | AUG | SEP         | OCT         | NOV | DEC              |
|   | 6-10 (BSL) |     |     | 22-26 (AMS) |     |     |     | 11-15 (FRA) | 16-20 (BSL) |     |                  |

| Mini MBA for the Medical Devices Industry (Live Online) |            |     |     |     |     |     |     |             |     |     | Duration: 12 sessions |
|---|------------|-----|-----|-----|-----|-----|-----|-------------|-----|-----|-----------------------|
| JAN   | FEB        | MAR | APR | MAY | JUN | JUL | AUG | SEP         | OCT | NOV | DEC                   |
|   | 6-15 (LOL) |     |     |     |     |     |     | 11-20 (LOL) |     |     |                       |

| 5-Day Mini MBA for the Chemical Industry |             |     |     |             |     |     |     |             |     |             | Duration: 5 days |
|--|-------------|-----|-----|-------------|-----|-----|-----|-------------|-----|-------------|------------------|
| JAN                                      | FEB         | MAR | APR | MAY         | JUN | JUL | AUG | SEP         | OCT | NOV         | DEC              |
|  | 13-17 (BSL) |     |     | 22-26 (DUS) |     |     |     | 18-22 (AMS) |     | 20-24 (BSL) |                  |

| Mini MBA for the Chemical Industry (Live Online) |     |            |     |     |     |     |     |     |            |     | Duration: 12 sessions |
|--|-----|------------|-----|-----|-----|-----|-----|-----|------------|-----|-----------------------|
| JAN  | FEB | MAR        | APR | MAY | JUN | JUL | AUG | SEP | OCT        | NOV | DEC                   |
|  |     | 6-15 (LOL) |     |     |     |     |     |     | 9-18 (LOL) |     |                       |

| 5-Day Mini MBA for the Mining Industry |     |             |     |     |             |     |     |             |     |             | Duration: 5 days |
|--|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-------------|------------------|
| JAN                                    | FEB | MAR         | APR | MAY | JUN         | JUL | AUG | SEP         | OCT | NOV         | DEC              |
|  |     | 13-17 (PAR) |     |     | 12-16 (AMS) |     |     | 25-29 (LON) |     | 20-24 (BRU) |                  |

| Mini MBA for the Mining Industry (Live Online) |     |     |     |     |             |     |     |     |     |             | Duration: 12 sessions |
|--|-----|-----|-----|-----|-------------|-----|-----|-----|-----|-------------|-----------------------|
| JAN  | FEB | MAR | APR | MAY | JUN         | JUL | AUG | SEP | OCT | NOV         | DEC                   |
|  |     |     |     |     | 12-21 (LOL) |     |     |     |     | 20-29 (LOL) |                       |

| 5-Day Mini MBA for the Oil & Gas Industry |     |            |     |     |             |             |     |     |     |               | Duration: 5 days |
|---|-----|------------|-----|-----|-------------|-------------|-----|-----|-----|---------------|------------------|
| JAN                                       | FEB | MAR        | APR | MAY | JUN         | JUL         | AUG | SEP | OCT | NOV           | DEC              |
|   |     | 6-10 (AMS) |     |     | 12-16 (PAR) | 24-28 (BCN) |     |     |     | 27-1/12 (LON) |                  |

| Mini MBA for the Oil & Gas Industry (Live Online) |     |     |     |             |     |     |     |     |     |            | Duration: 12 sessions |
|---|-----|-----|-----|-------------|-----|-----|-----|-----|-----|------------|-----------------------|
| JAN   | FEB | MAR | APR | MAY         | JUN | JUL | AUG | SEP | OCT | NOV        | DEC                   |
|   |     |     |     | 15-24 (LOL) |     |     |     |     |     | 6-15 (LOL) |                       |

## Certification

| AMA Certified Professional in Management® Exam Prep Course |             |     |     |             |     |     |             |     |     |             | Duration: 4 days |
|--|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|-------------|------------------|
| JAN  | FEB         | MAR | APR | MAY         | JUN | JUL | AUG         | SEP | OCT | NOV         | DEC              |
|  | 13-16 (BRU) |     |     | 22-25 (LON) |     |     | 21-24 (AMS) |     |     | 20-23 (BCN) |                  |

| AMA Certified Professional in Management® Exam Prep Express |     |           |     |     |             |     |            |     |     |             | Duration: 4 sessions |
|---|-----|-----------|-----|-----|-------------|-----|------------|-----|-----|-------------|----------------------|
| JAN   | FEB | MAR       | APR | MAY | JUN         | JUL | AUG        | SEP | OCT | NOV         | DEC                  |
|   |     | 6-9 (LOL) |     |     | 12-13 (LOL) |     | 7-10 (LOL) |     |     | 20-21 (LOL) |                      |

## Human Resources and Talent Management

| Talent Management Goes Agile |     |     |     |     |             |     |     |     |            |     | Duration: 3 days |
|------------------------------|-----|-----|-----|-----|-------------|-----|-----|-----|------------|-----|------------------|
| JAN                          | FEB | MAR | APR | MAY | JUN         | JUL | AUG | SEP | OCT        | NOV | DEC              |
|                              |     |     |     |     | 12-14 (BRU) |     |     |     | 9-11 (BRU) |     |                  |

## Business Strategy & Planning

| Business Strategy & Planning for Managers |             |             |     |             |             |             |     |             |     |             | Duration: 3 days |
|---|-------------|-------------|-----|-------------|-------------|-------------|-----|-------------|-----|-------------|------------------|
| JAN                                       | FEB         | MAR         | APR | MAY         | JUN         | JUL         | AUG | SEP         | OCT | NOV         | DEC              |
|   | 13-15 (BRU) | 13-15 (VIE) |     | 15-17 (PRG) | 12-14 (BCN) | 24-26 (LON) |     | 25-27 (FRA) |     | 27-29 (LON) |                  |

| Business Strategy & Planning for Managers (Live Online) |             |     |     |             |     |     |     |             |     |               | Duration: 4 sessions |
|---|-------------|-----|-----|-------------|-----|-----|-----|-------------|-----|---------------|----------------------|
| JAN   | FEB         | MAR | APR | MAY         | JUN | JUL | AUG | SEP         | OCT | NOV           | DEC                  |
|   | 16-17 (LOL) |     |     | 11-12 (LOL) |     |     |     | 18-19 (LOL) |     | 30-1/12 (LOL) |                      |



|     |             |     |           |     |            |     |           |     |        |     |        |     |        |
|-----|-------------|-----|-----------|-----|------------|-----|-----------|-----|--------|-----|--------|-----|--------|
| LOL | Live Online | BCN | Barcelona | BRU | Brussels   | DXB | Dubai     | LON | London | MUC | Munich | VIE | Vienna |
| AMS | Amsterdam   | BER | Berlin    | CPH | Copenhagen | FRA | Frankfurt | MAD | Madrid | PAR | Paris  | WAW | Warsaw |
| ATH | Athens      | BSL | Basel     | CAI | Cairo      | GVA | Geneva    | MIL | Milan  | PRG | Prague |     |        |

| Essentials of Strategic Planning |     |                         |     |                            |             |             |             |     |           |     | Duration: 2 days |  |
|----------------------------------|-----|-------------------------|-----|----------------------------|-------------|-------------|-------------|-----|-----------|-----|------------------|--|
| JAN                              | FEB | MAR                     | APR | MAY                        | JUN         | JUL         | AUG         | SEP | OCT       | NOV | DEC              |  |
|                                  |     | 2-3 (DXB)<br>9-10 (GVA) |     | 11-12 (IST)<br>18-19 (BCN) | 15-16 (PAR) | 20-21 (BCN) | 10-11 (LON) |     | 5-6 (DXB) |     | 7-8 (LON)        |  |

## Project Management

| Essentials of Project Management for the Non-Project Manager |     |     |             |     |             |     |           |             |     |     | Duration: 2 days |  |
|--|-----|-----|-------------|-----|-------------|-----|-----------|-------------|-----|-----|------------------|--|
| JAN  | FEB | MAR | APR         | MAY | JUN         | JUL | AUG       | SEP         | OCT | NOV | DEC              |  |
| 23-24 (AMS)  |     |     | 24-25 (BRU) |     | 19-20 (BCN) |     | 7-8 (PRG) | 25-26 (FRA) |     |     | 4-5 (PAR)        |  |

| Essentials of Project Management for the Non-Project Manager (Live Online) |             |     |     |             |     |     |     |             |     |             | Duration: 4 sessions |  |
|--|-------------|-----|-----|-------------|-----|-----|-----|-------------|-----|-------------|----------------------|--|
| JAN  | FEB         | MAR | APR | MAY         | JUN | JUL | AUG | SEP         | OCT | NOV         | DEC                  |  |
|  | 20-21 (LOL) |     |     | 15-16 (LOL) |     |     |     | 18-21 (LOL) |     | 27-28 (LOL) |                      |  |

| Improving Your Project Management Skills: The Basics for Success |             |            |             |   |             |           |           |             |             |               | Duration: 3 days |  |
|--|-------------|------------|-------------|---|-------------|-----------|-----------|-------------|-------------|---------------|------------------|--|
| JAN  | FEB         | MAR        | APR         | MAY                                     | JUN         | JUL       | AUG       | SEP         | OCT         | NOV           | DEC              |  |
| 25-27 (AMS)  | 13-15 (BRU) | 8-10 (GVA) | 24-26 (FRA) | 3-5 (IST)<br>24-26 (PAR)<br>24-26 (PRG) | 21-23 (AMS) | 5-7 (LON) | 2-4 (BCN) | 25-27 (BRU) | 16-18 (FRA) | 29-1/12 (BCN) | 6-8 (LON)        |  |

| Improving Your Project Management Skills: The Basics for Success (Live Online) |             |     |     |     |             |     |     |             |     |             | Duration: 4 sessions |  |
|--|-------------|-----|-----|-----|-------------|-----|-----|-------------|-----|-------------|----------------------|--|
| JAN  | FEB         | MAR | APR | MAY | JUN         | JUL | AUG | SEP         | OCT | NOV         | DEC                  |  |
|  | 20-21 (LOL) |     |     |     | 15-16 (LOL) |     |     | 18-19 (LOL) |     | 27-28 (LOL) |                      |  |

| Project Management Excellence: The Complete Programme |            |            |     |             |             |           |             |             |     |            | Duration: 5 days |  |
|---|------------|------------|-----|-------------|-------------|-----------|-------------|-------------|-----|------------|------------------|--|
| JAN   | FEB        | MAR        | APR | MAY         | JUN         | JUL       | AUG         | SEP         | OCT | NOV        | DEC              |  |
|   | 6-10 (BRU) | 6-10 (LON) |     | 22-26 (IST) | 19-23 (PAR) | 3-7 (VIE) | 14-18 (BCN) | 25-29 (BRU) |     | 6-10 (AMS) | 4-8 (LON)        |  |

| Agile Project Management |     |     |     |           |     |     |     |     |     |           | Duration: 2 days |  |
|--------------------------|-----|-----|-----|-----------|-----|-----|-----|-----|-----|-----------|------------------|--|
| JAN                      | FEB | MAR | APR | MAY       | JUN | JUL | AUG | SEP | OCT | NOV       | DEC              |  |
|                          |     |     |     | 4-5 (FRA) |     |     |     |     |     | 6-7 (AMS) |                  |  |

## Digital Transformation

| An introduction to Business Transformation and Digital Strategies |     |           |     |             |     |             |     |     |             |     | Duration: 2 days |  |
|---|-----|-----------|-----|-------------|-----|-------------|-----|-----|-------------|-----|------------------|--|
| JAN   | FEB | MAR       | APR | MAY         | JUN | JUL         | AUG | SEP | OCT         | NOV | DEC              |  |
|   |     | 6-7 (BRU) |     | 22-23 (BRU) |     | 10-11 (BCN) |     |     | 16-17 (LON) |     |                  |  |

| An introduction to Business Transformation and Digital Strategies (Live Online) |     |             |     |     |           |     |     |     |             |     | Duration: 4 sessions |  |
|---|-----|-------------|-----|-----|-----------|-----|-----|-----|-------------|-----|----------------------|--|
| JAN   | FEB | MAR         | APR | MAY | JUN       | JUL | AUG | SEP | OCT         | NOV | DEC                  |  |
|   |     | 20-21 (LOL) |     |     | 5-6 (LOL) |     |     |     | 23-24 (LOL) |     |                      |  |

| Business Strategies in New Digital Times |     |             |     |     |             |     |     |     |            |     | Duration: 2 days |  |
|--|-----|-------------|-----|-----|-------------|-----|-----|-----|------------|-----|------------------|--|
| JAN                                      | FEB | MAR         | APR | MAY | JUN         | JUL | AUG | SEP | OCT        | NOV | DEC              |  |
|  |     | 13-14 (AMS) |     |     | 19-20 (BRU) |     |     |     | 9-10 (FRA) |     |                  |  |

| Business Strategies in New Digital Times (Live Online) |     |             |     |     |     |     |     |             |     |     | Duration: 2 days |  |
|--|-----|-------------|-----|-----|-----|-----|-----|-------------|-----|-----|------------------|--|
| JAN  | FEB | MAR         | APR | MAY | JUN | JUL | AUG | SEP         | OCT | NOV | DEC              |  |
|  |     | 16-17 (LOL) |     |     |     |     |     | 25-28 (LOL) |     |     |                  |  |

| Customer Experience in New Digital Times |     |             |     |     |             |     |     |     |     |             | Duration: 2 days |  |
|--|-----|-------------|-----|-----|-------------|-----|-----|-----|-----|-------------|------------------|--|
| JAN                                      | FEB | MAR         | APR | MAY | JUN         | JUL | AUG | SEP | OCT | NOV         | DEC              |  |
|  |     | 20-21 (AMS) |     |     | 12-13 (BRU) |     |     |     |     | 27-28 (FRA) |                  |  |

| Customer Experience in New Digital Times (Live Online) |     |     |     |             |     |     |     |     |     |               | Duration: 2 days |  |
|--|-----|-----|-----|-------------|-----|-----|-----|-----|-----|---------------|------------------|--|
| JAN  | FEB | MAR | APR | MAY         | JUN | JUL | AUG | SEP | OCT | NOV           | DEC              |  |
|  |     |     |     | 15-16 (LOL) |     |     |     |     |     | 30-1/12 (LOL) |                  |  |

| Value Propositions in New Digital Times |     |     |           |     |             |     |     |     |     |             | Duration: 2 days |  |
|---|-----|-----|-----------|-----|-------------|-----|-----|-----|-----|-------------|------------------|--|
| JAN                                     | FEB | MAR | APR       | MAY | JUN         | JUL | AUG | SEP | OCT | NOV         | DEC              |  |
|   |     |     | 3-4 (FRA) |     | 26-27 (BRU) |     |     |     |     | 13-14 (AMS) |                  |  |

| Value Propositions in New Digital Times (Live Online) |     |     |             |     |     |     |     |             |     |     | Duration: 2 days |  |
|---|-----|-----|-------------|-----|-----|-----|-----|-------------|-----|-----|------------------|--|
| JAN   | FEB | MAR | APR         | MAY | JUN | JUL | AUG | SEP         | OCT | NOV | DEC              |  |
|   |     |     | 17-18 (LOL) |     |     |     |     | 18-19 (LOL) |     |     |                  |  |

## Finance and Controlling

| Essentials of Business Finance: For Non-Financial Managers |     |             |             |             |             |           |            |     |            |           | Duration: 3 days |  |
|--|-----|-------------|-------------|-------------|-------------|-----------|------------|-----|------------|-----------|------------------|--|
| JAN  | FEB | MAR         | APR         | MAY         | JUN         | JUL       | AUG        | SEP | OCT        | NOV       | DEC              |  |
| 30-1/2 (BRU)   |     | 13-15 (FRA) | 17-19 (AMS) | 24-26 (BRU) | 19-21 (PRG) | 3-5 (LON) | 9-11 (PAR) |     | 9-11 (BRU) | 6-8 (PAR) | 6-8 (FRA)        |  |

| Essentials of Business Finance: For Non-Financial Managers (Live Online) |     |             |     |     |           |     |     |           |     |             | Duration: 4 sessions |  |
|--|-----|-------------|-----|-----|-----------|-----|-----|-----------|-----|-------------|----------------------|--|
| JAN  | FEB | MAR         | APR | MAY | JUN       | JUL | AUG | SEP       | OCT | NOV         | DEC                  |  |
|  |     | 16-17 (LOL) |     |     | 1-2 (LOL) |     |     | 7-8 (LOL) |     | 20-21 (LOL) |                      |  |

| Essentials of Cost Accounting |     |             |     |     |             |     |     |     |     |             | Duration: 3 days |  |
|-------------------------------|-----|-------------|-----|-----|-------------|-----|-----|-----|-----|-------------|------------------|--|
| JAN                           | FEB | MAR         | APR | MAY | JUN         | JUL | AUG | SEP | OCT | NOV         | DEC              |  |
|                               |     | 13-15 (BRU) |     |     | 26-28 (AMS) |     |     |     |     | 27-29 (FRA) |                  |  |



|     |             |     |           |     |            |     |           |     |        |     |        |     |        |
|-----|-------------|-----|-----------|-----|------------|-----|-----------|-----|--------|-----|--------|-----|--------|
| LOL | Live Online | BCN | Barcelona | BRU | Brussels   | DXB | Dubai     | LON | London | MUC | Munich | VIE | Vienna |
| AMS | Amsterdam   | BER | Berlin    | CPH | Copenhagen | FRA | Frankfurt | MAD | Madrid | PAR | Paris  | WAW | Warsaw |
| ATH | Athens      | BSL | Basel     | CAI | Cairo      | GVA | Geneva    | MIL | Milan  | PRG | Prague |     |        |

| Essentials of Purchasing for the New Buyer |     |             |     |     |             |     |     |             |     |             | Duration: 3 days |
|--|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-------------|------------------|
| JAN  | FEB | MAR         | APR | MAY | JUN         | JUL | AUG | SEP         | OCT | NOV         | DEC              |
|  |     | 13-15 (BRU) |     |     | 19-21 (FRA) |     |     | 25-27 (AMS) |     | 20-22 (BRU) |                  |

| The Strategic Controller: Adding Value to Your Organization |     |     |             |     |     |     |           |             |     |             | Duration: 3 days |
|---|-----|-----|-------------|-----|-----|-----|-----------|-------------|-----|-------------|------------------|
| JAN   | FEB | MAR | APR         | MAY | JUN | JUL | AUG       | SEP         | OCT | NOV         | DEC              |
|   |     |     | 24-26 (BRU) |     |     |     | 7-9 (BCN) | 11-13 (FRA) |     | 27-29 (AMS) |                  |

| Financial Excellence: Create Value in Your Organization |     |             |     |     |           |     |     |     |             |     | Duration: 3 days |
|---|-----|-------------|-----|-----|-----------|-----|-----|-----|-------------|-----|------------------|
| JAN   | FEB | MAR         | APR | MAY | JUN       | JUL | AUG | SEP | OCT         | NOV | DEC              |
|   |     | 13-15 (BRU) |     |     | 5-7 (FRA) |     |     |     | 16-18 (LON) |     |                  |

## Marketing

| Essentials of Marketing (Live Online) |             |     |     |     |             |     |     |     |     |             | Duration: 4 sessions |
|---------------------------------------|-------------|-----|-----|-----|-------------|-----|-----|-----|-----|-------------|----------------------|
| JAN                                   | FEB         | MAR | APR | MAY | JUN         | JUL | AUG | SEP | OCT | NOV         | DEC                  |
|                                       | 20-23 (LOL) |     |     |     | 12-15 (LOL) |     |     |     |     | 27-28 (LOL) |                      |

| Essentials of Digital Marketing: for Non-Digital Marketeers |     |             |     |     |             |     |     |             |     |             | Duration: 3 days |
|---|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-------------|------------------|
| JAN   | FEB | MAR         | APR | MAY | JUN         | JUL | AUG | SEP         | OCT | NOV         | DEC              |
|   |     | 20-22 (AMS) |     |     | 26-28 (BCN) |     |     | 25-27 (BER) |     | 20-22 (PAR) |                  |

| Essentials of Digital Marketing: for Non-Digital Marketeers (Live Online) |     |            |     |     |            |     |     |            |               |     | Duration: 4 sessions |
|---|-----|------------|-----|-----|------------|-----|-----|------------|---------------|-----|----------------------|
| JAN   | FEB | MAR        | APR | MAY | JUN        | JUL | AUG | SEP        | OCT           | NOV | DEC                  |
|   |     | 6-14 (LOL) |     |     | 5-13 (LOL) |     |     | 4-12 (LOL) | 30-7/11 (LOL) |     |                      |

| Essentials of Product Management |           |     |             |     |             |     |             |     |     |             | Duration: 3 days |
|----------------------------------|-----------|-----|-------------|-----|-------------|-----|-------------|-----|-----|-------------|------------------|
| JAN                              | FEB       | MAR | APR         | MAY | JUN         | JUL | AUG         | SEP | OCT | NOV         | DEC              |
|                                  | 6-8 (FRA) |     | 24-26 (BRU) |     | 19-21 (AMS) |     | 21-23 (LON) |     |     | 27-29 (BRU) |                  |

| B2B Marketing Strategy |     |     |     |     |             |     |     |     |     |           | Duration: 3 days |
|------------------------|-----|-----|-----|-----|-------------|-----|-----|-----|-----|-----------|------------------|
| JAN                    | FEB | MAR | APR | MAY | JUN         | JUL | AUG | SEP | OCT | NOV       | DEC              |
|                        |     |     |     |     | 19-21 (BRU) |     |     |     |     | 6-8 (LON) |                  |

## Sales

| Essentials of Selling: for New Salespeople |     |     |     |             |     |     |     |             |     |     | Duration: 2 days |
|--|-----|-----|-----|-------------|-----|-----|-----|-------------|-----|-----|------------------|
| JAN  | FEB | MAR | APR | MAY         | JUN | JUL | AUG | SEP         | OCT | NOV | DEC              |
| 30-31 (BRU)                                |     |     |     | 15-16 (FRA) |     |     |     | 25-26 (LON) |     |     | 4-5 (AMS)        |

| Essentials of Selling: for New Salespeople (Live Online) |     |     |     |             |     |     |     |     |           |     | Duration: 4 sessions |
|--|-----|-----|-----|-------------|-----|-----|-----|-----|-----------|-----|----------------------|
| JAN  | FEB | MAR | APR | MAY         | JUN | JUL | AUG | SEP | OCT       | NOV | DEC                  |
| 16-17 (LOL)  |     |     |     | 30-31 (LOL) |     |     |     |     | 5-6 (LOL) |     |                      |

| Key Account Management in B2B Markets |     |     |     |             |     |     |     |     |             |     | Duration: 3 days |
|---------------------------------------|-----|-----|-----|-------------|-----|-----|-----|-----|-------------|-----|------------------|
| JAN                                   | FEB | MAR | APR | MAY         | JUN | JUL | AUG | SEP | OCT         | NOV | DEC              |
|                                       |     |     |     | 15-17 (BCN) |     |     |     |     | 23-25 (BRU) |     |                  |

| Sales Management for the Newly Appointed Sales Manager |           |     |     |     |             |     |     |     |     |           | Duration: 3 days |
|--|-----------|-----|-----|-----|-------------|-----|-----|-----|-----|-----------|------------------|
| JAN  | FEB       | MAR | APR | MAY | JUN         | JUL | AUG | SEP | OCT | NOV       | DEC              |
|  | 6-8 (AMS) |     |     |     | 12-14 (FRA) |     |     |     |     | 6-8 (BRU) |                  |

## Executive Assistants

| The Professional Executive Assistant |     |             |     |             |     |             |     |             |     |     | Duration: 4 days |
|--------------------------------------|-----|-------------|-----|-------------|-----|-------------|-----|-------------|-----|-----|------------------|
| JAN                                  | FEB | MAR         | APR | MAY         | JUN | JUL         | AUG | SEP         | OCT | NOV | DEC              |
|                                      |     | 13-16 (PRG) |     | 22-25 (BRU) |     | 24-27 (BCN) |     | 25-28 (AMS) |     |     | 11-14 (PAR)      |

| The Professional Executive Assistant (Live Online) |     |           |     |     |             |     |     |     |     |           | Duration: 6 sessions |
|--|-----|-----------|-----|-----|-------------|-----|-----|-----|-----|-----------|----------------------|
| JAN  | FEB | MAR       | APR | MAY | JUN         | JUL | AUG | SEP | OCT | NOV       | DEC                  |
|  |     | 6-8 (LOL) |     |     | 12-14 (LOL) |     |     |     |     | 6-8 (LOL) |                      |

| Partnering with Your Boss: Strategic Skills for Administrative Professionals |     |           |     |     |     |             |     |     |     |             | Duration: 2 days |
|--|-----|-----------|-----|-----|-----|-------------|-----|-----|-----|-------------|------------------|
| JAN  | FEB | MAR       | APR | MAY | JUN | JUL         | AUG | SEP | OCT | NOV         | DEC              |
|  |     | 6-7 (BCN) |     |     |     | 24-25 (PRG) |     |     |     | 13-14 (VIE) |                  |

| Communication and Influence for Executive Assistants |     |     |     |             |     |     |     |     |     |             | Duration: 3 days |
|--|-----|-----|-----|-------------|-----|-----|-----|-----|-----|-------------|------------------|
| JAN  | FEB | MAR | APR | MAY         | JUN | JUL | AUG | SEP | OCT | NOV         | DEC              |
| 30-1/2 (AMS)   |     |     |     | 22-24 (BCN) |     |     |     |     |     | 20-22 (PRG) |                  |

| Management Skills for Administrative Professionals |     |           |     |     |             |     |     |     |     |             | Duration: 3 days |
|--|-----|-----------|-----|-----|-------------|-----|-----|-----|-----|-------------|------------------|
| JAN  | FEB | MAR       | APR | MAY | JUN         | JUL | AUG | SEP | OCT | NOV         | DEC              |
|  |     | 6-8 (AMS) |     |     | 19-21 (BCN) |     |     |     |     | 13-15 (LON) |                  |

| Management Skills for Administrative Professionals (Live Online) |             |     |     |             |     |     |     |     |             |     | Duration: 4 sessions |
|--|-------------|-----|-----|-------------|-----|-----|-----|-----|-------------|-----|----------------------|
| JAN  | FEB         | MAR | APR | MAY         | JUN | JUL | AUG | SEP | OCT         | NOV | DEC                  |
|  | 13-14 (LOL) |     |     | 15-16 (LOL) |     |     |     |     | 16-17 (LOL) |     |                      |

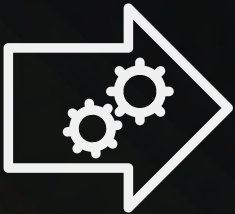


|     |             |     |           |     |            |     |           |     |        |     |        |     |        |
|-----|-------------|-----|-----------|-----|------------|-----|-----------|-----|--------|-----|--------|-----|--------|
| LOL | Live Online | BCN | Barcelona | BRU | Brussels   | DXB | Dubai     | LON | London | MUC | Munich | VIE | Vienna |
| AMS | Amsterdam   | BER | Berlin    | CPH | Copenhagen | FRA | Frankfurt | MAD | Madrid | PAR | Paris  | WAW | Warsaw |
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## Learn

the key business skills and knowledge you need for your management role today and tomorrow



## Practice

the skills you learn and get feedback, recommendations and coaching



## Use

what you learn and practise as soon as you get back to your office

## Contact Us



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