



# **Upgrade Your Gameplay**

## **Open Courses**

2024

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# Dates & tariffs

Name and Type of Programme	Trainer	Tariff EUR	Date
<b>Leading Virtual Teams</b>			
Practical Leadership & Virtual Teams	Ciprian Teleman	245	14-15 nov
Strategic Thinking & Business Innovation	Ciprian Teleman	245	21-22 nov
Coaching Skills		245	Upon request
Digital Mindset for Leaders		115	Upon request
<b>Personal &amp; Team Effectiveness</b>			
Productivity at work - wherever work is	Ciprian Teleman	245	10-11 oct
Effective Communication on Multiple Channels	Alexandru Ionescu	245	15-16 oct
Emotional Intelligence	Ciprian Teleman	245	5-6 nov
Change Management	Ciprian Teleman	245	7-8 nov
Generations in the Digital Workplace		245	Upon request
Online Business Presence		115	Upon request
Conflict Resolution		115	Upon request
Real Time Feedback		115	Upon request
Running Effective Meetings		115	Upon request
Writing Effective Messages		115	Upon request
Collaborating Across Cultures		115	Upon request
<b>Key Business Skills</b>			
Project Management	Adrian Hudulin	245	29-30 oct
Process Improvement	Adrian Hudulin	245	31 oct-1 nov
Finance for non-finance	Claudiu Fuiorea	245	12-13 nov
Problem Solving & Adaptability		115	Upon request
Advanced Marketing - Building Iconic Brands	Cristina Mosteanu	245	Upon request
Marketing for Non-Marketing	Cristina Mosteanu	245	Upon request
Design Thinking		285	Upon request
Data Driven Decision Making		115	Upon request

<b>Sales &amp; Negotiations</b>			
B2B Sales – Help Customers Buy from You	Dragos Calin	245	24-25 sept
Value Driven Negotiations	Dragos Calin	245	22-23 oct
Key Account Management	Dragos Calin	245	26-27 nov
Sales Management		245	Upon request
<b>Online Presentations &amp; Training Skills</b>			
Train the Digital Trainer	Alexandru Ionescu	245	8-9 oct
Business Presentations	Alexandru Ionescu	245	24-25 oct
Impactful Data Presentations	Octavian Pantis	245	19-20 nov
Public Speaking. Advanced	Octavian Pantis	245	Upon request
<b>Course Packages</b>			
Leading Successful Transformation Package	Practical Leadership & Virtual Teams, Strategic Thinking & Business Innovation, Emotional Intelligence, Project Management, Process Improvement		€919 as to €1225
Adapt & Perform Package	Effective Communication Skills, Productivity at Work, Business Presentations in a Digital Setting		€551 as to €735
Business Acumen Package	Strategic Thinking & Business Innovation, Finance for Non-Finance, Process Improvement, Project Management		€735 as to €980
You can take part in 4 courses at the price of 3	4 courses of your choice over the course of one year		

The tariff shown represents the cost for one participant. The dates of the courses may expect changes.

The tariff of the cost of the courses held in class consists of: the participation at the programme, participation certificate, materials for the course, logistical costs (location, equipment), 3 coffee breaks and lunch.

The tariff of the courses held online contains: the participation at the programme, participation certificate, materials for the course in digital format as well as supplementary resources for learning purposes. Additionally, an extra session held approximately 2 weeks after the end of the course (14 days check).

Information and Enrollments: [office@qualians.com](mailto:office@qualians.com); [www.qualians.com](http://www.qualians.com)

The courses presented in this brochure are help in Romanian. However, they can be held in English if organized in an in-company alternative for groups formed exclusively by employees of a company. For details, please contact us at [office@qualians.com](mailto:office@qualians.com)

# Leading Virtual Teams

## Coaching Skills

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A manager's performance is determined by the team's performance without them.

The growth of the manager's performance requires not only people who execute tasks but experienced individuals who contribute with their ideas and initiative. Coaching is the processes through which people find their own solutions to their own challenges and can thus, contribute more to their team. The role of the manager in the coaching process is to act with patience, to master a good level of emotional intelligence and last but not least, to ask the appropriate questions.

### **To whom it is addressed:**

The course is addressed mainly to managers or all those who lead, oversee or coordinate an activity that implicates people, or teams who work remotely.

### **Objectives:**

As a result of this course, the participants will be able to:

- Identify when coaching is necessary and when a different managerial material is needed (feedback, advice, etc.);
- Lead valuable coaching sessions with their teams;
- Fully appreciate and utilize each team member's potential and assure them an accelerated growth;
- Ask the right questions and the appropriate time;
- Help teammembers to find the answers they are looking for;
- Develop people's self esteem.

### **The programme includes:**

#### **Introduction**

- The purpose of the session
- The expectations of the participants, agenda

#### **Coaching in theory**

- Feedback, Advice and Coaching: things in common and in contrast
- Defining coaching
- The limits of coaching – what it cannot do and in what situations is it not appropriate

#### **Coaching in practice**

- The golden rules of coaching
- Requirements of a coach
- Requirements of a coachee

**The GROW model**

- Types of questions
- Goals, Reality, Options, Will
- Specific questions for each stage

**Role-plays (including all participants)**

- Punctual practice of the types of questions
- Practicing the whole GROW model on situations presented by trainers
- Practicing the whole GROW model on situations presented by participants

**Optional chapters (depending on the interests and needs of the participants)**

- The process of communication from the coaching perspective
- Levels of listening
- Report and reflection
- Communicational Profiles

**Conclusion**

- Main Messages
- Action Plan

**To whom it is addressed:**

## Objectives:

### The programme includes:

- 7

# Strategic Thinking & Business Innovation

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The starting point of any qualitative discussion, meeting or workshop about innovating a business model is defining the model itself correctly. We need a business model that anybody can understand: one that facilitates the development of the discussions and its description.

We believe that the model of business can be easiest to describe through nine points that present the logic behind the profitability of the company. The nine points cover the four essential domains of a business: clients, offers, infrastructure and financial viability. This is the model that will underpin the strategy and will be implemented in organizational structures, processes and systems.

## **To whom it is addressed:**

This course is addressed to all persons who are interested in building or remodeling a business so that so its profitability and client satisfaction reach maximum potential.

## **Objectives:**

At the end of this programme, the participants will:

- Have an overall look at the strategy of their own start-up or a current company;
- Understand the necessary requirements for success in a company
- Find innovative ways to remodel a business starting from the point of view of the consumer;
- Be able to decide what are some lucrative and inappropriate investments for business;
- Be able to revitalize the company through the application of competitive strategies according to the business environment;
- Obtain applicable tools anytime;
- Obtain the confidence and analytical thought process necessary to start their own business.

## **The program includes:**

- The creation of a business model.

Former preparation is not necessary in order to understand the concepts taught and exemplified.



# Digital Mindset for Leaders

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The world is changing and digital transformation is becoming part of our lives, implicitly in the way organizations create products and services. Among the organizational challenges, beyond the implementation of digital transformation, is the development of a specific attitude or digital mindset. Investments in technology have low results when employees' attitudes are reluctant to implement new innovations. The results increase substantially when the digital transformation includes the development of the appropriate attitude towards new technologies.

## **To whom it is addressed:**

Managers who lead teams that need to develop an attitude towards technology, teams that use and implement technologies.

## **Objectives:**

At the end of this course, participants will:

- Understand the main barriers to digital transformation;
- Understand the differences between digitization and digital transformation;
- Apply the principles of a new digital mindset to teams and organizations;
- Use tools and models to increase the attitude towards digital transformation.

## **The program includes:**

- Current challenges and digital transformation;
- Principles and resistance to digital transformation;
- Tools for analyzing the team's position in relation to digital transformation;
- Main messages and alignment regarding the next steps;
- Follow up actions after the meeting;
- Practical examples and case studies.

No specific prior training is required to understand the concepts taught and exemplified.

# Personal & Team Effectiveness

## Conflict Resolution

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The differences of paradigms and communication contribute to conflicts that affect results, consume time and affect productivity. The identification of the best ways of resolving conflicts can lead to organizational rapidity and flexibility and also a focus on performance.

### **To whom it is addressed:**

The course is addressed to all who want to obtain the right knowledge, skills and attitudes for resolving conflicts.

### **Objectives:**

At the end of this course, the participants will have a set of methods and instruments for managing conflicts and achieving 'win-win' results with the other party. Moreover, the participants will understand the typology of conflicts and will learn to recognize the patterns that lead to possible conflicts in order to act in time.

### **The programme includes:**

- Categories of conflict in the professional life;
- The perception of conflicts and sources of conflict;
- Styles of conflict and methods of understanding conflicts;
- Techniques of listening for resolving conflicts;
- Assertiveness – key point in understanding conflicts and resolving them;
- 7 golden rules for managing conflict.

# Change Management

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In a world of profound transformation, the only constant is change. Therefore, managing change becomes an essential skill for each of us. This course is useful for all who are involved in changes in organizations: restructuring, mergers, changes of systems, launches of new products, services or categories, implementation of new strategies.

## **To whom it is addressed:**

The programme is addressed to those who are involved in changes in organizations.

## **Objectives:**

At the end of this programme the participants will know better how to:

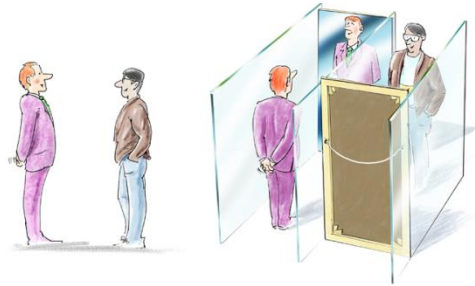
- Identify and multiply the optimal moment of change;
- Adjust their own attitude and that of others towards change;
- Recognize and use psychological mechanisms to overcome resistance towards change;
- Present a proactive attitude with regards to change;
- Differentiate the attitudes of those involved in change;
- Look for and bring value to opportunities, precisely defining the desired result;
- Recognize and overcome the mental barriers and paradigms that slow down change;
- Successfully implement changes that involve more people;
- Promote change in a convincing manner;
- Obtain approval from those with influence;
- Efficiently adapt people who have different behavioral profiles.

## **The programme includes:**

- The psychology of change;
- Levels of resistance to change;
- Modes of approaching change;
- Techniques of analyzing the presented situation;
- Instruments of defining the desired situation;
- Promoting and implementing change;
- Case studies and exercises;
- Plan of action.

# Effective Communication on Multiple Channels

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Today, a very large part of communication at work no longer takes place face to face, but on channels that reduce its effectiveness and increase the chances of misinterpretations. Whether it's the e-mail or the phone we became friends with many years ago or the newer apps for text messaging or video calling, communication is poorer than when we're in front of the other person, so we need to pay even more attention to each of its components. Otherwise, we waste time with additional ping-pong messages and in some cases, we can even generate certain negative emotions or conflicts.

Therefore, the course starts from the premise that good communication requires adapting everyone's behavior according to the particularities of the interlocutor and the available communication channels, because the communication profile and paradigms differentiate us significantly. Whether it's online or offline, those who adopt these principles will communicate faster and with better results.

## **To whom it is addressed:**

The seminar is addressed to any person who desires to better overcome the barriers in communication and who wants to improve their abilities to relate to those around.

## **Objectives:**

This communication course aims to help its participants to identify the best way to communicate in relation to other people, to express their dissatisfaction or criticize in a positive manner, to make their intentions known directly and clearly, and to ask for what they want without offending others.

At the same time, the participants will understand what are the essential elements in communication and what are the traps that lead to failure, they will recognize their personal communicational profile, the tendencies towards aggressiveness or passivity and they will learn to use a variety of techniques to overcome the barriers in communication, managing conflicts in an efficient manner and avoid the growth of them.

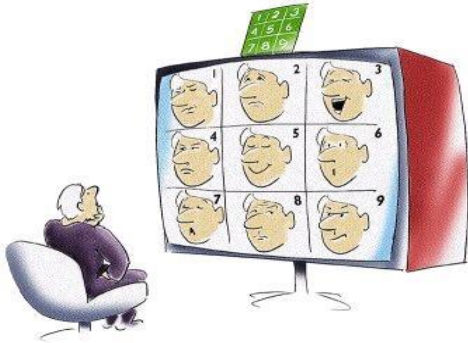
## **The programme includes:**

- Describing the four communicational profiles;
- Identifying and addressing communicational profiles;
- Techniques for improving communicational skills in relation to the communicational profile of the participant;
- The main barriers in communication, techniques of avoiding those;
- How can we efficiently communicate online?;
- Paradigms – mental maps on which we interpret the reality surrounding us;
- How can paradigms become barriers in communication?;

- The communication mechanism, its relevant in different situations (groups, departments, organizations, etc.);
- Body language, its role in communicating face-to-face;
- Describing types of behavior: direct/indirect, aggressive, submissive, assertive;
- Causes and consequences of aggressive, submissive, and assertive behavior;
- How can we avoid the two types of extreme behavior: aggressive behavior and submissive behavior;
- Assertivity, mode of communication in business;
- Techniques of assertive communication;
- Negative feedback through assertivity;
- Levels of listening in direct communication
- Opening channels of communications through report.

# Emotional Intelligence

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In an age where time is short for building lasting personal relationships and when we are driven by all sorts of emotions that we can't really analyze or control, the quality of emotional life becomes an issue for people with a busy schedule. The seminar addresses the importance of knowing oneself and presents a series of information and techniques that we use to make feelings and emotions work for us and not against us.

## **To whom it is addressed:**

The programme is addressed to people who want to efficiently control their own emotions, in order to obtain the best results from their interactions with others and improved professional performances.

## **Objectives:**

This programme offers its participants a profound understanding of the concept of emotional intelligence, helping them to successfully apply it both in their personal and professional lives. Thus, they will be able to use their emotions intelligently both at work and in their personal life, they will be able to resolve problems through empathetically understanding the feelings of others, they will direct their energy in the direction that they choose, they will better understand themselves, they will be able to better manage their destructive emotions, they will understand what exactly motivates them and will be able to motivated themselves in a better way in order to obtain better results, they will know how to encourage or criticize a colleague or friend in order to improve the relationship they already have.

## **The programme includes:**

- The link between intelligence and success in life;
- The new perspective on intelligence: from IQ to EQ;
- Recognizing and being aware of one's own emotions and types of emotions;
- Objectivity;
- Managing stress and the quality of an affective life;
- Mastering impulsivity;
- Managing destructive emotions: jealousy, anger, envy, disappointment;
- Confidence;
- Adaptability;
- Problem solving;
- Be responsible! Be proactive!;
- Expressing thoughts, feelings and beliefs in an assertive manner;
- Self-motivation: ways to identify ourselves and fully use our own sources of energy;
- Optimism;
- The orientation towards results;
- Fulfilment – an attitude towards your own life;
- Empathy and empathic listening
- The importance of paradigms;

- The importance of willingness towards change;
- Recognizing the emotions of others, empathy and the ability to discuss them in order to build trust;
- Managing interpersonal networks;
- Plan of action for improving EQ.

# Generations in the Digital Workplace

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The differences between generations are a challenge to increase communication and performance in organizations. The need to understand the motivation of each generation, but also the typologies of behavior and communication, can offer us solutions for a better alignment within teams, for more efficient communication and even for the improvement of results.

## **To whom it is addressed:**

The course is addressed to all those who, through the nature of their work, often interact with people from different generations and who desire more productive relations with those, whether they are clients, subordinates, superiors or colleagues.

## **Objectives:**

At the end of this course, the participants will have a set of methods and instruments to understand the differences of generations, of the motivations, and the preferences of each category and those of the best practices to interact with those.

## **The programme includes:**

- Understanding different categories of generations;
- The main characteristics of generations: Baby Boomers, Generation X, Millennials, Generation Z;
- The ways of interacting of different categories of generations with technology;
- The positive attributes of different generations;
- What motivates each generation and how can we adapt our communication with those;
- Communicating with different generations based on the medium used: face-to-face, on the phone, email, social media and text apps;
- The behavior of different generations during difficult periods;
- Different generations and responsibilities: understanding a provoking dynamic in personal and professional life;
- Generation Z > adapting to the new generation and integrating it in a team;
- 3 areas of behavior of different generations and common points for interaction;
- Exercises and practical applications.



# Online Business Presence

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The transition to communicating online has produced a series of challenges. On one hand, meetings are more numerous, while the level of receiving messages within presentations is decreasing due to multitasking. On the other hand, the involvement of audiences is lowering and the need to capture their attention is increasing. Improving online presence leads to visible results in all primary categories of meetings: 1-1 calls, team meetings, presentations or facilitated or moderated sessions.

## **To whom it is addressed:**

The course equips its participants with knowledge, abilities and attitudes necessary to become both efficient in meetings and presentations as well as direct face-to-face interactions.

## **Objectives:**

At the end of this course, those who participate will have a set of methods and instruments for a professional online presentation and the dynamic for a variety of categories of online meetings: individual presentations, team meetings, interactive calls.

## **The programme includes:**

- Fundamental online calls: the use of a microphone, lights, camera, background, desk setup;
- Body language: expressions, contact with camera, gestures, emotions, etc.;
- The use of different platforms: practical advice for a more efficient and simple interaction;
- 1-1 calls: introduction, content, starting the interaction;
- Having online presentations: preparation, capturing the audience's attention, structure, managing the duration of the presentation, the ending and call to action;
- Interactive calls: facilitating, involving participants, using platforms for interactions such as Miro or Mentimeter, facilitating some sessions of brainstorming and exemplifying conclusions;
- The presentation of information and numbers: presenting the story behind the numbers, types of graphs and the one appropriate for the presentation, the design of the slides, focus and capturing the attention of the participants through key messages.

# Real Time Feedback

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Among the current realities within organizations, we find the decreasing use of the annual or biannual formal performance evaluation sessions. Moreover, the need to correct or congratulate quickly, in order to increase the level of agility and flexibility, leads to a rethinking of the way in which feedback is given and received. By changing the way feedback is perceived and used in teams, we achieve fast results and higher alignment.

## **To whom it is addressed:**

The course helps participants understand the importance of feedback in the contemporary organizational context and to identify ways of developing a culture for feedback in their own teams.

## **Objectives:**

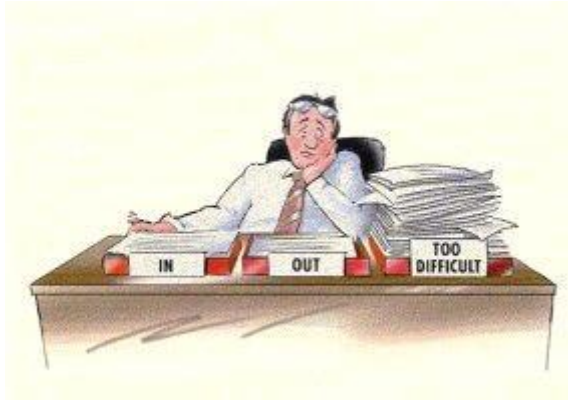
At the end of this course, those who participate will have a set of modern, quick and efficient methods and instruments in order to offer feedback to those around them, so that so they can contribute to their personal development and the improvement of the results of the company. Moreover, they will have the necessary instruments to know how to receive feedback and to become an example through the way they receive recommendations from colleagues.

## **The programme includes:**

- Behavior in feedback;
- Real-time feedback > continuous and correlated feedback for the performance of the team;
- The roles of emotions in feedback: choosing the right moment to offer feedback;
- From paradigms to results in feedback. The role of limiting beliefs in conducting a feedback session;
- Communicational profiles in feedback: how we receive feedback and how we give feedback to different typologies of communication;
- Levels of listening and developing trust in feedback;
- Models of feedback for a clear and organized structure;
- Feedback is a gift: 8 steps for transforming the received feedback in a beneficial way;
- Interactive and practical exercises.

# Productivity at Work – wherever work is

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"There's chaos around me", "I feel like I don't have time!", "I should be able to do more, but I can't!", "I feel like I'm wasting my time!" I wasn't able to finish everything I set out to do!" - these are just some of the expressions that people use today when describing their relationship with their time at home or at work.

In the current context in which work has been mixed almost completely with time out of work, a work-life balance may seem much more difficult to achieve, but there is a solution to any challenge.

This session is based on the principles validated by the Time Manager® program, developed by TMI over the last 45 years and which has proven its effectiveness to millions of users.

## **To whom it is addressed:**

"Productivity at Work - wherever work is" is very useful to anybody who desired to obtain palpable results in these cloudy times, with major changes with regards to how we work, where we work, and how much we work.

## **Objectives:**

At the end of this session, the participants will better know how to concentrate on activities that bring the desired results, what apps to use and how to better organize their time. They will gain an overall image over their lives and will be helped to set out realistic and ambitious objectives during these changing times.

The techniques that the participants will gain are tested and validated in over 72 countries where TMI operates, having a very good applicability in the contemporary context. At the end of the session each participant will have a personalized plan to reach their targets in less time and with less effort, keeping a balance between professional and personal life.

## **The programme includes:**

- Prioritizing our activities and responsibilities;
- Defining importance and emergencies in professional activities;
- How do we remain productive working remotely?;
- The 4 categories of activities;
- Using instruments to analyze time;
- From targets well defined to results on the shortest path;
- Planning a productive day – working with to do lists;
- Planning pitfalls;
- The psychological reasons for not achieving targets and ways to overcome them;
- The “Reasons – Key Areas – Tasks” Model;
- The organization of the work space, information and documents;
- Why does disorder appear and how can it be combatted?;
- Managing documents;
- Managing emails;
- Organizing the desk and the computer;

- Elephant-type tasks;
- The principles of time management;
- Using a journal;
- Planning over different periods;
- Managing relations with others – interruptions, meetings, small tasks;
- Ways of reducing interruptions that come from people;
- Ways of reducing interruptions caused by the phone;
- Managing emails – they do not control our time!;
- Ideas for time management outside of work.

# Running Effective Meetings

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Among the current realities within organizations, we find the decreasing need of meetings, especially in the online environment. By changing the way meetings are perceived and used in teams, we achieve higher alignment and higher productivity.

## **To whom it is addressed:**

Those who work remotely or from the office, work in diverse teams, often participate in meeting to obtain results. The current challenges have led to an increase in the number of meetings, especially for teams working remotely, hence the need to streamline meetings so that the time of all participants is more productive.

## **Objectives:**

At the end of this course the participants will better know how:

- To verify if the meeting is necessary and if it is, to prepare it accordingly;
- To prepare meetings through inviting participations and preparing them for the reason of the meeting;
- To better prepare themselves when they are invited in meetings in order to use their time productively;
- To create clear rules of conducting a meeting and to overcome the current problems during the meeting;
- To create concise plans of action for meeting participants;
- To develop follow-up actions to clearly finalize meetings;
- To use emails or text messages in an efficient way;
- To avoid common errors of communication
- To improve and develop better relations with colleagues through communicating via email or text.

## **The programme includes:**

- The cost of meetings and when you want to organize meetings;
- Unproductive meetings: common reasons;
- Preparing a meeting: reason, who is participating, agenda and preparing the meeting;
- Carrying out the meeting: rules, paradigms, the roles of participants, often encountered problems;
- Main messages and planning out the next steps after the meeting;
- Follow-up actions after the meeting;
- Practical examples and case studies.

# Writing Effective Messages

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This course gives you the opportunity to make an important leap in the quality of your written communications. Not only do you eliminate the possible confusion of the interlocutors, but you also save time as a whole, by preparing clear, concise and correct messages.

## To whom it is addressed:

Those who communicate frequently in a written format and who encounter difficulties in writing clear and concise messages.

## Objectives:

At the end of this course, participants will better know how:

- To prepare clear, concise and correct messages that obtain the appropriate reaction from readers;
- To use the email as a way of efficient communication;
- To avoid common errors of email communication;
- To build relations with partners through email;
- To create a personal Action Plan to apply in the company.

## The programme includes:

- The structure of emails;
- Perfecting base elements;
- Email readability;
- The use of UPPER CASE, **bold** and *italics*;
- The efficient use of subjects;
- Do not assume – clarify the message;
- Finalizing an email in a positive note;
- When do you add (or do not add) people in cc;
- Techniques of redirecting;
- When should you not use email.

# Collaborating Across Cultures

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Globalization has led to a work environment that requires a number of skills. Effective communication with people from different cultures is becoming increasingly important. Research shows that teams with a high level of diversity are more efficient than others with up to 35%. Collaboration with other cultures thus becomes the foundation for obtaining results but also for creating an efficient work environment in which communication is easy to achieve beyond language or distance barriers.

## **To whom it is addressed:**

Those who work remotely or from the office, work in various teams and frequently participate in meetings to get results. The current challenges have led to an increase in the number of meetings, especially for teams working remotely, hence the need to streamline meetings and communicate on different channels so that the time of all participants is more productive.

## **Objectives:**

At the end of this course, participants will better know:

- How the paradigms related to collaboration with other cultures work;
- How to interact with different cultures starting from different cultural dimensions;
- How to collaborate and find a common way of collaborating with different cultures;
- To use tools and models for communication with different cultures;
- To improve intercultural communication;
- To understand the intercultural differences of communication, work and collaboration of Romania compared to other countries;
- To turn cultural differences into advantages.

## **The programme includes:**

- Understanding cultural differences based on components;
- Applying and understanding the cultural dimensions;
- Case studies related to different cultures;
- Intercultural collaboration on different communication channels;
- Improving relationships with colleagues from other cultures and developing curiosity;
- Main messages and alignment on intercultural collaboration
- Follow-up actions after the meeting;
- Practical examples and case studies.

# Key Business Skills

## Advanced Marketing – Building Iconic Brands

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The emblematic brands with a stable and well-defined identity become an integral part of the consumers' life and, at the same time, real engines of growth of the profit of the companies that own them.

The difference between a strong, reference brand and a regular one is the ability of the brand to focus on the consumer, generating a long-lasting emotional attachment, going beyond the functional offer of the product offered. Thus, building a brand actually means building a relationship between BRAND and CONSUMER.

The purpose of this training is to go through the process of building a strong, consumer-focused brand, focusing on those essential ingredients that differentiate iconic brands from all others.

### **To whom it is addressed:**

The course is addressed mainly to marketing and communication teams within companies who aim for an ambitious long-term business growth goal, eager to invest in building a brand, understanding its role and potential as an engine for sales growth.

### **Objectives:**

This course offers participants a profound understanding to the concept of brand management, to go step by step through the process of constructing a brand,

The course has a practical approach, with multiple case studies and group exercises through which students will be able to practically experience the concepts covered, while establishing a solid frame of reference for the construction process of a strong and stable brand.

During the two days of training, students will have a personalized toolkit that will allow them to assess step by step the health of their brand, while developing a concrete action plan to increase the value of the brand they manage.

### **The programme includes:**

- What is the value added by a brand withing a business;
- Defining the DNA of a brand – key elements and the role of each on in the process of construction;
- Analysis of situation 4C – context/category, competition, consumer, selling channel/client;
- Elements of visual identity (brand naming, logo, symbols, colors);
- Identifying and profiling target consumers;
- Setting brand objectives for long and short term, KPIs and instruments for measuring performance;



- Developing marketing strategies and a plan of action, deepening the concept of 4P / 7P marketing mix;
- Instruments and principles used in the process of developing a marketing campaign;
- Instruments and principles of marketing in relation of creative/media/design/PR agencies.

# Design Thinking

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Design Thinking is a process that can lead teams to higher performance and solve current problems. This can be done in more detail by understanding the needs of key stakeholders (clients, internal collaborators, collaborating teams, team members or managers), challenging current assumptions and redefining issues to generate new ideas. In this way the critical needs of the organization and the long-term development are reached.

Through this course, participants will understand and learn the Design Thinking methodology, which they will apply through case studies and practical exercises. Moreover, the Design Thinking methodology will help them to see each project from a unique perspective so that the solutions are as adapted as possible.

Through Design Thinking, participants will have a new and innovative approach to solving current challenges in an increasingly connected and complex world.

## **To whom it is addressed:**

The course is addressed to those who are preoccupied with developing solutions adapted to the requests of man stakeholders, but also who want to solve current problems with a better focus on the organizational and business complexity.

## **Objectives:**

- Understanding the methodology of Design Thinking;
- Developing and applying the steps from the methodology in order to build an integrated process for finding innovative solutions for the organization;
- Familiarizing themselves with instruments and methods such as: Stakeholder Mapping, Value Network Mapping, Persona, Customer Journey Mapping, Service Scenarios and more;
- Developing a new perspective for applying Design Thinking;
- Identifying solutions adapted to the needs of the main stakeholders but also in the construction of a whole toolbox of personalized solutions for problems brought in discussion;
- Understanding the process through a lot of practice adapted to organizational situations;
- Applying a mix of case studies, practical exercises and group exercises.

## **Programul include:**

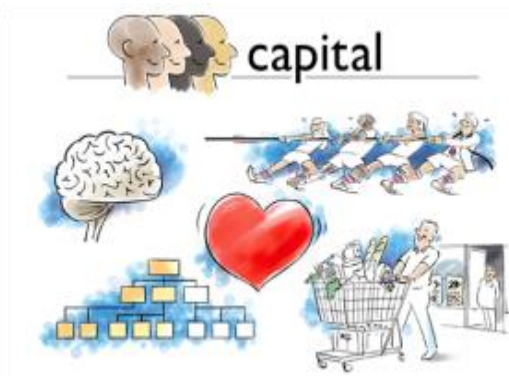
- The change of paradigm through using Design Thinking as a new perspective for organizational development and resolving challenges;
- Design thinking Methodology – the 5 steps for integrating methodology on situations from the organization;
- Developing methodology through specific instruments;
- The necessary ingredients for applying Design Thinking;
- Identifying the relations between the challenges of the organization, the ingredients for applying Design Thinking and the instruments at hand;
- Bridges between the methodological concepts, practical examples and successful examples;
- Successful examples in applying Design Thinking in business – discussion, analysis and the ways through which it brought the redesigning of the strategies of the companies;

- Instruments for each step from the Design Thinking methodology;
- Practical exercises for each instrument – as team work but also applying it on situations from current challenges;
- Applying Design Thinking on current organizational challenges – setting;
- Bridges between the concepts of methodology, practical examples and examples of success;
- Successful examples of the application of Design Thinking in business - discussion, analysis and how they led to the redesign of companies' strategy
- Tools for each step of the Design Thinking methodology
- Practical exercises for each tool - as a team work but also the application on situations from the current challenges
- Applying Design Thinking to current organizational challenges - setting a framework through discussions with each participant before the workshop.

There is no need for former specific training in order to understand the taught and exemplified programmes.

# Finance for Non-finance

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Finance for nonfinance introduces and clarifies a series of concepts in the financial field, starting from the basic notions of financial accounting and progressively building the knowledge necessary to understand more complex financial statements, budget outlines, etc. Assimilated knowledge will allow participants to communicate efficiently and productively with financial professionals.

This module is addressed to managers and specialists who do not have experience in the financial-accounting field, but who use or will use these concepts, as well as all those

who want to understand and interpret financial documents and use the analysis of financial indicators to define company strategies. The course presents, in an accessible format, basic notions and applied concepts from finance and accounting. The approach, which includes, in addition to teaching, case studies and group discussions, makes the training hours an intense learning experience with immediate practical applicability.

## **To whom is it addressed:**

Finance for nonfinance is addressed to all persons who do not have experience in the financial department but who need a solid foundation for understanding financial-accounting documents and use with ease some financial indicators.

## **Objectives:**

This course presents, in an accessible format, the basics and concepts applied in finance and accounting and the approach, which includes, in addition to teaching, case studies and group discussions, makes the training hours an intense learning experience with immediate practical applicability. The cases presented and discussed will benefit from the comments of those directly involved and the direct inter-relationship with the other participants, who represent various industries, is a bonus that should not be underestimated.

## **The programme includes:**

- Understanding and analyzing the main financial situations;
- Accounting and reports;
- Account of profit and loss;
- Cash flow statement;
- Methods of cost control and working capital control;
- Budgeting and forecasting.

There is no need for former specific training in order to understand the taught and exemplified programmes.

# Marketing for Non-marketing

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"But I'm not into marketing, it's none of my business!"

A reply we often hear from employees of departments other than marketing...

In a competitive market where the need for differentiation and added value is ongoing, it is essential that professionals in the various departments or functions of a company work together to build sustainable competitive advantages together. The need to build strong brands thus becomes an imperative of the entire company, going beyond the boundaries of the marketing department. The constant need for evolution and adaptation to the increasingly demanding requirements of the consumer, makes responsible and obliges any employee of the company to have a functional understanding of the brand concept and the main brand building tools. Thus, all the departments of a company must wear an informal hat of "marketer" in their daily activity.

The purpose of this training is to explain the role of marketing as well as the basic concepts of marketing emphasizing the synergy and the impact that the activity of other departments has on the process of building a brand and implicitly on business results.

## **To whom it is addressed:**

The course is addressed to the following categories or participants:

- Non-marketing managers or specialists, involved in the decisional process at an organizational level or in their own department, willing to understand how their colleagues form the marketing department think and make decisions;
- New colleagues in marketing teams (with less than 2 years of experience) who want to understand the role of a marketer in a company, and to quickly assimilate a solid foundation of basic marketing concepts;
- Client Service teams within agencies partner with the marketing department (research agents, advertising, media, design, etc.), eager to understand how the marketing team thinks and makes decisions as a customer.

## **Objectives:**

The aim of this training is to give non-marketing professionals or newcomers to the marketing team a deep understanding of the basic concepts in marketing, thus understanding what are the main stages and tools of building a brand, and how they can be incorporated into their specific daily work.

By developing a mutual understanding, consumer-centered, marketing concepts and by assimilating marketing terminology, the course will implicitly contribute to improving communication and collaboration between non-marketing and marketing departments, channeling efforts towards a common goal, long-term business growth.

## **The programme includes:**

- The importance and role of marketing within a company;
- What is a brand and what are the elements that define the DNA of a powerful brand;

- Key instruments in managing a brand: 4C Situation Analysis, SWOT Aanalysis, The Mix of Marketing 4P/7P;
- Understanding the process of setting marketing objectives and the instruments used to measure the performance of a brand;
- Understanding the stages withing the life cycle of a product/brand; specific ways of approach for each stage;
- Defining the role and analyzing the impact that the other departments have in the process of building a brand:
  - Sales;
  - Financial;
  - Production;
  - Logistics/Acquisitions;
  - Judicial;
  - Partner agencies.
- A set of practical recommendations of the type DOs &DON'Ts with regards to the impact that day-to-day activities of departments has on the value of a brand.

The interactive format of the course, with multiple real and current examples of the local sector, as well as the “quizzing sessions” and team work, helps the participants understand the taught theoretical concepts in a dynamic and easy manner.

# Problem Solving & Adaptability

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Organizational dynamics contribute to performance and innovation. Change is part of the nature of innovation, but it often causes situations to be solved and problems to be managed. Thus, especially in periods of high change, the level of adaptability must be kept as high as possible. By acquiring new ways to solve problems and adaptability, long-term results and changes are successfully implemented.

## **To whom it is addressed:**

To those who through the nature of their work are part of rapid change and need instruments for adaptability.

## **Objectives**

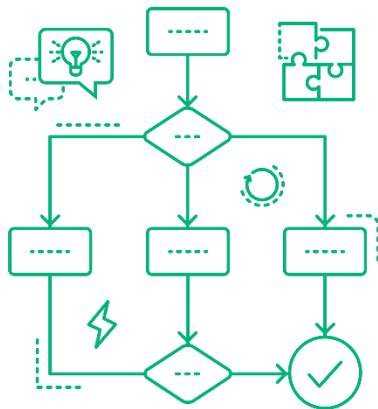
At the end of this course, participants will have a set of methods and tools for problem solving and the development of knowledge, skills and attitudes needed for adaptability.

## **The programme includes:**

- Modes of understanding a problem and the context behind the visible problem;
- Resolving problems in a creative and “out of the box” way;
- Understanding normal reactions to problems and the automatic behavior that is triggered;
- 4 simple steps for resilience and flexibility;
- Good practices for adapting to changing conditions;
- Exercises and case studies.

# Process Improvement

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What do we do in the morning, from the moment we wake up until we leave home? A succession of activities, isn't it?

But at work, from when do we receive a request from an internal or external client, until we fulfill it? Obviously, a succession of activities.

This is the simplest definition of a process: a sequence of activities that lead to a result.

If you are involved in processes that give you headaches or do not lead to the desired result, this course is for you!

## To whom it is addressed:

In normal times, but also in times of crisis, the workshop is addressed to those who are concerned about the efficiency of their activities and the processes in which they are involved, as well as the quality of the results obtained.

During this period, in which we redefine the way we communicate, it becomes more and more important to be involved in processes that work optimally. Why? Because the distance imposed by the health crisis we are in adds additional challenges when it comes to creating an ad hoc team at work to solve a problem.

## Objectives:

Our main goal is for participants to gain the knowledge and skills necessary to improve the processes in which they are involved, from the first day after the completion of the training program. We will learn together what are the steps to improve a process and we will apply them directly to the processes proposed by the participants. Thus, we propose that after the two days spent together we have some "turnkey" improvement processes, ready for implementation.

## The programme includes:

- The four elements of a company: employees, processes, structure and control;
- Choosing processes that will be analyzed and reprojected throughout the programme;
- The symptoms of a dysfunctional process;
- Functional Activity Flowchart;
- The Frustration Lens;
- Individual activities – creating a functional activity flowchart for the selected process;
- Prepare-Understand-Redesign-Implement-Manage;
- Idea Bin, Quick Wins;
- The principles of reprojecting a process;
- Principiile de reproiectare a procesului
- Work Breakdown Structure, Gantt Chart



# Project Management

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The vehicle with which organizations implement change at various levels is represented by projects, the success of which depends to a large extent on the sustained development of a company. By interacting in this course, participants will gain an overview of a successful project and gain relevant techniques and tools to work together, plan, communicate, allocate resources efficiently, and monitor the smooth running of a project. New theories of project organization show that everyone involved is equally responsible for the success of the project. This course provides you with the tools you need to balance

tasks and people, to allocate resources optimally, and to ensure that each project's strengths are used to the fullest.

## **To whom it is addressed:**

The course is addressed to those who are involved in projects, without having education in project management. No specific prior training is required to understand the concepts taught and exemplified.

## **Objectives:**

This course will increase the participants' ability to identify the roles and responsibilities of everyone on a project team, to determine the stages and decision-making processes, to use tools to measure and record the progress of a project. Participants will be able to successfully meet the challenges of inter-functional and multidisciplinary communication, make more effective use of time and other resources allocated to the project, form and lead a team to successfully complete a project, and better meet expectations. those around.

## **The programme includes:**

- The general backbone of a project: essential steps along with their specifics;
- Elaborating the objectives of a project;
- What is the desired result of a project – understanding concepts and stages;
- Planning in time – identifying resources, setting up and respecting deadlines;
- Elements of evaluating decisions;
- Instruments like the Cantt chart and the RASID table;
- The 'ingresients' of a successful project.

# Data Driven Decision Making

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We often make decisions out of instinct. Although it is true that our instincts can protect or guide us, research on this subject has shown that without a clear analysis, cognitive errors can lead us to risky assumptions in a competitive business environment.

This course presents the dangers of making decisions that are based on instinct. Participants will reflect on their own decision-making experience but also on the challenges of incomplete use of available information and data. The course will provide participants with a framework and tools for an improved attitude towards the use of data in decision making.

## **To whom it is addressed:**

Those who work in teams where they have to make quick decisions, test their assumptions and use large volumes of information, figures and data.

## **Objectives:**

At the end of this course, participants will know better:

- Understand their own decision-making preferences such as
- To discover their own cognitive errors;
- Use the necessary tools to reduce decision-making time to eliminate cognitive errors;
- Understand the importance of gathering the necessary information before making a decision;
- Apply decision-making tools using a mindset applied to the use of data;
- Apply the course action plan.

## **The programme includes:**

- Understanding one's own cognitive errors related to decision making;
- Frequent mistakes in making decisions;
- Framework for decision making using data;
- Data Driven Decision Making application tools;
- Follow-up actions after the meeting;
- Practical examples and case studies.

# Sales & Negotiations

## B2B Sales – Help Customers Buy from You

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Everything in business depends on the efficiency of the sale. Growing competition and high customer expectations increase the challenge of bringing in new business and retaining existing customers.

PRO-PAYBACK Selling® is a step-by-step guide to the business-to-business advisory sales process. It covers every stage of the process, from time management, market prospecting and creating SMART goals, opening the sales call, impact questions, presenting benefits to customers using the "YOU Appeal" method to closing the sale and maintaining and developing the account.

This hands-on and interactive workshop is a unique mix of processes, skills, behaviors and solution selling concepts - vital ingredients for gaining, growing and retaining the customer portfolio.

### **To whom it is addressed:**

Due to the very comprehensive approach, the workshop is aimed at both those who are starting a career in sales and experienced professionals. The course is adapted to the Romanian market and the European cultural context regarding sales and brings a different approach regarding the positioning of the sale, the preparation and the sales process. The whole course starts from the positioning of the client's needs in the center of the preparation of the sale so that the adaptation of the questions, the realization of the offer and the final negotiation will lead to a positive result.

### **Obiectiv:**

The workshop aims to increase the efficiency of the offers created by the participants and their communication in the existing crisis conditions. Coaching and facilitation will be directed towards consolidating the right attitude, creating impact questions and gaining the commitment from the client through an efficient closing of the sale.

### **The programme includes:**

- Styles of selling;
- Roles of selling
- Process in sales;
- Process of selling;
- The TACK philosophy;
- Planning and prioritizing;
- Market and information research;
- SMART objectives in sales;
- The reasoning of phone calls in cold-calling or in the first encounter;
- The buyer's attention and how to keep it;
- Appropriate and inappropriate questions. How to ask them and what are we looking for;
- How do we exhibit the benefits of our offers to our clients;
- Objections and how to treat them;
- Methods and prior signs;
- Keeping the relationship with clients and developing it afterwards.

# Key Account Management

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80% of income comes from 20% of customers.

The Pareto principle is known and applicable in most organizations. Usually, the 20% of customers - those with the potential to generate the highest profitability of sales efforts - will be called Key Accounts. In this case, a well-trained Key Account Manager plays a key role in securing the company's market position.

## **To whom it is addressed:**

This course is aimed at all sales people who manage large clients, or people who aspire to become Key Account Managers.

## **Objective:**

At the end of the program, participants will:

- Understand the necessary planning process in order to manage a complex client;
- Be able to develop strategies for gaining and developing new valuable clients;
- Understands and influence the different types of personalities they will meet in decision-making positions of potential and existing clients;
- Analyze and understand all aspects, factors and competitors in the decision-making process of the client;
- Understand and develop plans of counteracting the competitors' efforts;
- Understand and use the TACK Account Planner instrument on all key clients.

## **The programme includes:**

- Defining a Key Account;
- The stages of developing a Key Account;
- Gathering information about the client;
- Sources of information;
- Positioning towards the client;
- Customer-centric sales based on power, personality, position and priority;
- Personality types;
- Verbal and non-verbal behavior;
- Identifying needs;
- Decisional factors in choosing suppliers;
- Setting a strategy for each client;
- Setting goals for each client;
- Evaluation of partnerships.

# Sales Management

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The sales team is an important entity in any organization. It is the interface between the company and the customers, able to build lasting relationships and the company's reputation. But it must be managed and motivated effectively.

The Sales Management program offers the chance to learn, practice and hone the essential management skills needed to lead such a team.

## **To whom it is addressed:**

This course is addressed to all people who are in the leading positions of the sales teams, regardless of the level of experience in this role.

## **Objective:**

At the end of this course the participants will:

- Understand the team, their strengths and how they can motivate them for results;
- Develop the team to achieve maximum performance;
- Use a clear business plan to predict expected results;
- Prepares and supports productive and motivating sessions for the sales team;
- Use tools to identify, analyze, and measure team activity and results.

## **The programme includes:**

- The roles and objectives of a sales manager;
- Management styles - advantages and disadvantages
- Authority and influence;
- Leadership communication;
- What motivates people?
- The role of financial motivation;
- Different ways to motivate;
- What are KPIs?
- The best ways to use KPIs;
- PRO-PAYBACK sales process;
- The coaching process;
- Feedback principles;
- How to conduct a meeting effectively;
- Business development;
- Setting performance standards.

# Value Driven Negotiations

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It is easy to close a deal with concessions, but in today's marketplace you can't always afford such tactics. The game can be changed, and the negotiation can become a cooperative discussion, so that even the toughest partners will want to keep working with you and you will keep your profits.

This course offers the latest methodologies and coaching from experienced negotiators. You will also get a unique perspective on how buyers think and behave.

## **To whom it is addressed:**

Although the course is designed primarily for sales people, acquisitions, key accounts and managers, it is essentially suitable for any professional involved in business negotiation. The course also brings to the fore aspects of attitude regarding negotiation and positioning for gain.

## **Objectives:**

This course offers the latest negotiation methods, in a session given by an experienced negotiator with over 20 years of experience in the area of management and sales. Participants will also identify new angles from which to analyze the thinking and behavior of trading partners, as well as practical ways to cope with pressure and maintain profit margins.

## **The programme includes:**

- The structure of a successful negotiation: from pre-planning to follow-up;
- Negotiation preparation - studies show that the outcome is often decided before reaching the negotiating table;
- Logic and psychology techniques for planning and conducting negotiations;
- Recognition of tactics used by procurement professionals and preparation of countermeasures;
- Reaction to the person's "initial position" and understanding of the other party's priorities, wishes and needs;
- Evaluating the effect of concessions and existing variables in the negotiation, in order to reach a viable commercial result;
- Understanding the "advantage in negotiation" and using it ethically;
- Role plays for identifying weaknesses and strengths in personal negotiation style;
- Obtaining a win-win situation and maintaining the best relationships.

# Online Presentation & Training Skills

## Business Presentations in a Digital Setting

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One of the biggest fears of people, even stronger than the fear of earthquakes or accidents, is the fear of public speaking. And the field of business presupposes a permanent relationship, which establishes favorable partnerships. The transition to remote work came with the need to make presentations in the online environment to get better results in a challenging period. This requires good communication and relaxed control of conversations, an idea that only a few people feel comfortable with. Business Presentations is designed to help those who are required to hold presentations both online and in person.

In Romania, TMI held this business presentation course for both company managers and secretaries of state, Romanian ambassadors and members of the Government, the program being one of the most requested and practiced sessions in the area of business courses.

### **To whom it is addressed:**

The course is aimed at all people who speak in front of an audience in an online setup and need better communication skills, who want to do it relaxed and with conviction, so as to give as strong an impact as possible to the message they convey.

### **Objectives:**

At the end of this course, attendees will learn how to deliver a clear, memorable, compelling online presentation to an audience, make an impact through its design and format, and convey a professional image by achieving the purpose of the presentation, whether it is sales, promotion, information or training.

### **The Programme Includes:**

- Clarification of training objectives and methods;
- Preparing the online presentation;
- Communication skills - verbal and non-verbal;
- The 10 essential factors of communication in business presentations;
- Types of gestures to use and avoid;
- Techniques for engaging the audience, with practical exercises - how to get and keep the interest;
- Movement, an element of dynamization of the presentation; Positioning in front of the camera;
- Body posture at the opening and end of a business presentation;
- The usefulness of eye contact in creating the impact of the presentation - especially in an online environment;

- The advantages of humor in presentation;
- What are my strengths? How can I amplify them online;
- Effective use of visual aids;
- Voice - tone and variety;
- Language and non-words;
- Conducting a question and answer session;
- Golden rules for an excellent business presentation;
- The Christmas Tree Technique;
- Practical examples of presentation structures;
- Ways to start a presentation;
- Anticipations and transitions;
- How do you end the presentation for maximum impact?
- Capturing the attention and involvement of the audience;
- Ways to approach the question and answer session;
- What to do and what to avoid;
- Organizing the setup: in the gym or especially online;
- Flipchart, whiteboard or other presentation
- Techniques for online impact slides.

Each participant will give two video presentations recorded and analyzed by the group and the trainer.



# Impactful Data Presentations

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"How do I tell a compelling story through the slides I'm preparing?", "What are the most appropriate graphics and formatting for the information I want to present?" and "How can I make each slide very useful to the public?"

This course gives you the opportunity to make an important leap in the quality of slides and presentations that you prepare or support online. Not only do you avoid "death by PowerPoint" but you bring clarity and new perspectives, you make the right decisions easier to make and you save people's time with the slides you prepare.

## **To whom it is addressed:**

Those who frequently present slides loaded with information - tables, graphs, text - and who want to bring their presentations to another level of added value.

It benefits a lot both those who present the slides they have worked on and those who, in a larger company, only prepare them to be presented or studied by others.

## **Objectives:**

The main objective of the course is to help those who prepare and / or present slides loaded with information to convey a maximum of added value, with clarity and a logical structure and easy to follow. All using the same common applications - Excel and PowerPoint or their Mac counterparts - and without the need for other applications or advanced knowledge of commonly used applications.

## **The programme includes:**

Module 1: Rules for presenting data in slides

- Correct choice of data;
- Selecting the right chart;
- Layout, axes, scale, lines;
- Comments and add-ons;
- Many examples from the "before and after" category.

Module 2: Practice 1

- Build two or three slides on a given theme;
- Choose the right information, select the most relevant type of chart, add valuable comments and overall tell a compelling story through the built-in slide deck;
- Evaluation of presentations and feedback from the trainer and the group.

- Module 3: Key Principles in Slide Presentations;
- The correct order of preparation is counterintuitive;
- Communication traps;
- The three levels of added value in presentations: Raw, Enriched and Viewpoint (unfortunately most presentations are on the basic level, Raw);
- Example.

#### Module 4: Attracting, Maintaining and Directing Attention

- The 5 things people will remember from your slide deck;
- Rules for cleaning the presentation;
- Use of colors in presentations;
- Example "before and after".

#### Module 5: Slide Design Rules: The acronym PARC

- Regardless of whether the slides are with graphics, text, images or something else, everything must be capitalized as well as possible;
- Proximity;
- Alignment;
- Rehearsals;
- Contrast;
- Example "before and after".

#### Module 6: Practice 2

- Evaluation of the presentation sent before the course by each participant;
- Reconstruction of the initial presentation based on all those discussed;
- Presentation of the initial version and the final version of the presentation;
- Feedback from the trainer and the group.

# Public Speaking Advanced

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Presentation skills are becoming increasingly important for professional success, both for large companies and for entrepreneurs. Knowing how to attract and maintain the attention of the participants, to identify the most appropriate message and to convey it in a clear and memorable way is, together, an increasingly valuable asset.

This course gives you the opportunity to make an important leap in the quality of the presentations you give.

## To who it is addressed:

To those who present online frequently and want to become better and more efficient and to those who support high stakes presentations.

The course is recommended for those who have already completed a presentation skills course, not necessarily held by Qualians / TMI.

It is necessary to send the video recording of a real presentation, of 3-10 minutes (or a passage from a larger one), to the trainer at least one week before the course.

## Objectives:

We aim to significantly increase two indicators through this course:

1. Impact. That is, the achievement of the objectives of the presentation by the one who supports it to a greater extent.
2. Memorability. People attend many presentations in one year. We want the participants' presentations to be among the ones that people will remember. In a good way, of course 😊

## The programme includes:

- Clarity for impact: the correct setting of the presentation objectives;
- Effective training: things to do and avoid;
- 5 components of an excellent introduction;
- Anticipations, transitions, gates and other techniques for a friendly presentation;
- Attracting and maintaining the attention of the participants during the presentation;
- Slides: 4 rules for a more attractive design. Those who frequently use slides are invited to come to the class with a laptop, so that they can immediately practice what is being discussed.
- 3 requirements for a valuable conclusion;
- Other advice depending on the expectations and needs of the participants;
- Feedback to the presentation sent in advance;
- A presentation in front of the participants, with immediate feedback;
- A series of other exercises on the topics discussed.

# Train the Digital Trainer

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It is an intensive session, designed especially for people who are aiming for a career in training or who are already trainers in companies. The course highlights the differences between a presentation and a training and offers the tools to successfully support the latter. During the session, which attaches great importance to self-assessment, each participant gives short presentations or mini-trainings, all recorded and analyzed.

## **To whom it is addressed:**

This program provides a consistent training process for current or future trainers.

## **Objectives:**

The participants in this course will know better how to sustain a clear, convincing and memorable training, to offer a useful session to the participants and to keep their attention throughout the course, to use effectively the visual contact and the body language in general. Also, students will learn how to achieve a greater impact through the information they present on slides, flipcharts and specific methods for online training (setup, interaction, attention grabbing).

## **The programme includes:**

- Types of training; the particularities of the trainings of knowledge, abilities and attitude;
- The training process in the company;
- The role of training in the organization;
- Identifying training needs;
- Key communication skills - verbal and nonverbal (communication mechanisms, nonverbal communication, posture and movements, gestures, facial expression, congruent body language, language and non-words, eye contact, humor, clothing and general appearance, own person);
- Course structuring. Differences in the structuring of the online course versus the classroom;
- Golden rules for an excellent online presentation;
- Techniques for involving the audience, with practical exercises;
- Setup for online training: good practices;
- Using audience interaction applications;
- Effective use of slides and flicks or other methods;
- Techniques for capturing the participants' attention;
- Difficult participants;
- How to successfully conduct a question and answer session.