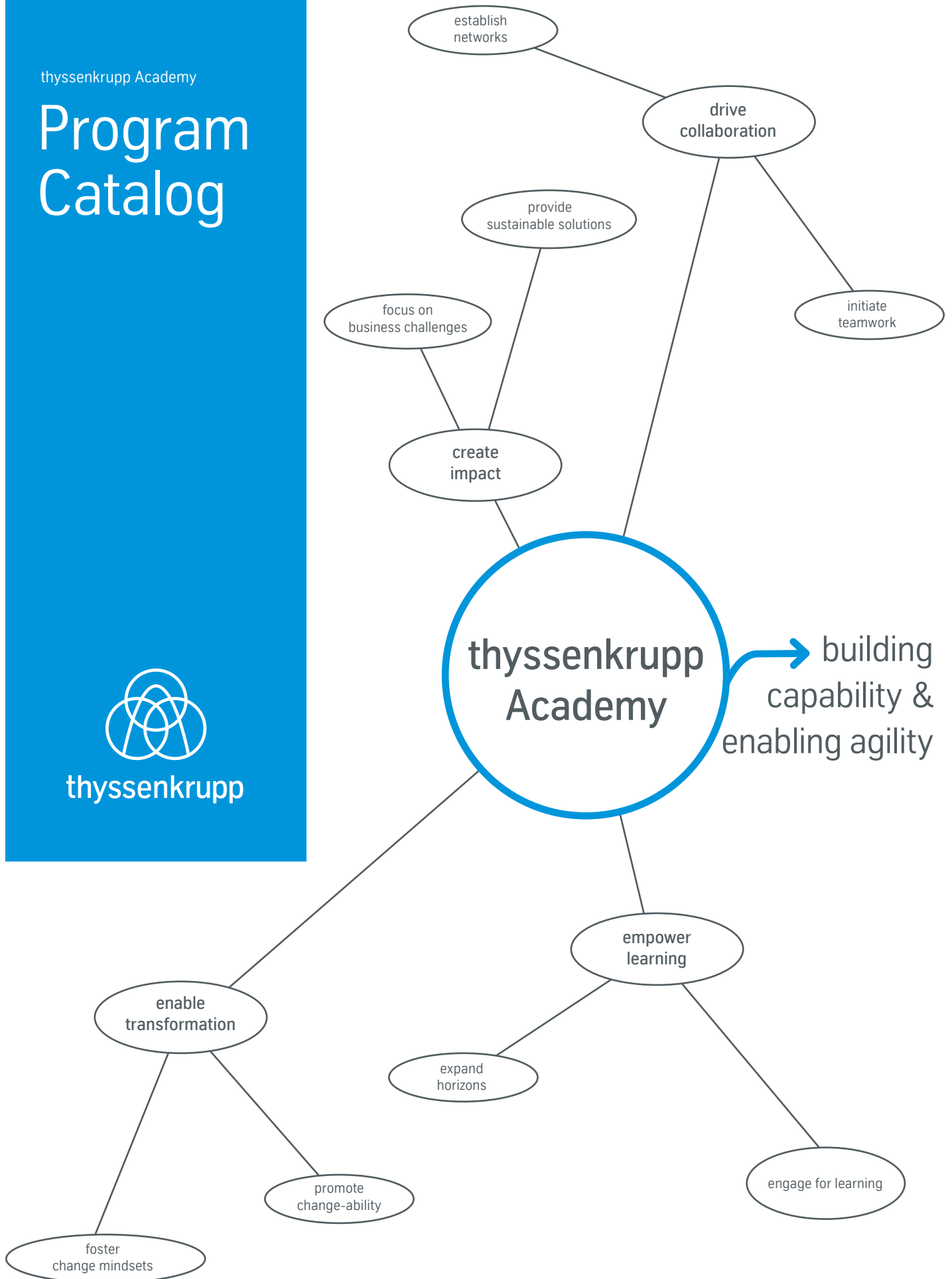


thyssenkrupp Academy

Program Catalog



thyssenkrupp



thyssenkrupp
Academy GmbH

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Foreword



Dr. Janin Schwartau
Head of
thyssenkrupp
Academy

Dear colleagues,

More focused, more efficient and more performant – thyssenkrupp has set ambitious goals for itself to master the necessary change and position the company for the future. In response, the thyssenkrupp Academy is changing while continuing to actively support you and the thyssenkrupp Group in these challenging times. We are focusing our programs on the core issues that our companies, teams and employees are confronted with. We are resuming our face-to-face programs corona-safe with a new coordinated hygiene concept. We have created additional virtual offerings to make learning more efficient in many ways. We also guarantee greater efficiency through partnership-based support for the individual segments and business units – by selected colleagues from the Academy, who have been known their respective partner business for a long time. Your Academy partners are looking forward to get in contact with you.

This program catalog presents our current offerings:

The **Leadership Curriculum for levels A/L1 to L3** has been realigned towards the new thyssenkrupp leadership competencies. Intense virtual learning experiences complement existing program concepts to meet the demands of these turbulent times and provide our top executives with the inspiration they need to lead our business with the latest management trends.

The **Leadership Curriculum for non-graduate executives** up to level L3 offers support in all aspects of leadership at thyssenkrupp with its three aligned programs. Depending on your current management experience and focus – globally in up to 21 countries and in 12 languages.

The **Curriculum for all employees** along the thyssenkrupp Core Competencies includes topics that support us all in our individual development and provide answers to current challenges, mainly in German-speaking countries. Selected topics are also available to our international colleagues in virtual versions as well as in English.

A particular focus for the Plant Technology segment is the handling of complex customer projects. The thyssenkrupp Academy meets this special requirement with the Project Management Campus for Plant Technology employees. A **Project Management Curriculum** especially tailored to the challenges in plant construction supports our colleagues in leading projects to succeed more efficiently. Employees of thyssenkrupp Marine Systems can also participate in these programs.

On demand all curricula could be individually supplemented in the businesses by our thyssenkrupp **Digital Learning Library** – a broad standardized e-learning offering. In case you would like to develop and produce your own specific digital learning units, our newly created department **Digital Learning Services** will support you.

Focus. Efficiency. Performance. Just as our Group is constantly developing, so is your thyssenkrupp Academy. Therefore, this program catalog can only be an extract of our current program landscape. Updated information about our offerings are available on our homepage www.thyssenkrupp-academy.com and within [we.learn](#).

We are looking forward to further cooperating with you, to the exchange and to your participation in our offerings!

With best regards,


Janin Schwartau

Our offer for you!

Leadership Curriculum A/L1 to L3

Our Leadership Curriculum enables our top executives (A/L1-L3) to master current strategic and operational challenges and align their leadership profile with the brand new thyssenkrupp Leadership Competencies. To this end, the thyssenkrupp Academy works with recognized external experts such as scientists, consultants, coaches and facilitators to impart up-to-date know-how and applicable insights. Practical learning formats guarantee added value for all involved managers: personal learning experiences, practical results and a strong thyssenkrupp network. All this in face-to-face classroom programs and in inspiring virtual formats.

Leadership curriculum below L3

The Leadership Curriculum below L3 is aimed at all non-graded leaders. With its three coordinated programs, the offering enables systematic development of managers and leaders along their individual challenges and leadership experiences. One focus is on the topic of leadership of employees and teams, while the "Optimizing Leadership Impact" program focuses on the future-oriented structure of one's own area of responsibility. All programs can be booked in the German-speaking countries in an open offer and are also available globally on request.

Curriculum for all employees

The curriculum for all employees offers a wide range of opportunities for your individual development. All these learning opportunities are based on the thyssenkrupp competency model for all employees up to L3-level. The courses are practice-oriented and provide concrete help in mastering the daily challenges at thyssenkrupp. Whether you choose a program from the areas of personal development, communication and collaboration, new ways of working and management techniques or a function-specific program – you will gain knowledge with direct added value for your work at thyssenkrupp.

Project Management Curriculum for Plant Technology and Marine Systems

The Project Management Campus for all project staff in the Plant Technology segment offers learning programs and networking opportunities for project managers and related roles and functions. The Project Management Curriculum supports the target group in the personal development of project management skills and competencies. In addition, our experts in project management support entire organizations in their transformation to a more mature project management performance level. The Project Management Campus offers its support both in classroom and in a variety of virtual formats, reaching the global project management community of the entire Plant Technology segment and the Business Unit Marine Systems.

Digital Learning Services

Besides the offered programs we also support you with the realization of your own digitalization. Based on three different service packages, we offer you a short-, mid- or long-term accompaniment in six different areas, e.g. holistic advice on digitizing your (learning) activities, Content Development, virtual collaboration or selection and enablement in working with those Tools & Technologies.

Digital learning library for self-directed learning

thyssenkrupp's digital learning library provides a wide range of standardized digital learning content to meet current learning needs – and with the greatest possible flexibility! In the Digital Learning Library you can discover over 2,500 offerings in up to 17 languages, from E-Learnings and videos to materials and documents for self-study. The Digital Learning Library helps you to cover acute learning needs and provides concrete support for the challenges you face in your daily work.

Cooperation with external learning providers

If you can't find what you're looking for in the thyssenkrupp Academy program, you are welcome to take advantage of the services of selected partners. For this purpose we have concluded group wide framework agreements with learning providers which guarantee you favorable conditions. Registration for the external programs is carried out individually and directly with the respective provider.

Your contacts per Segment/Business Unit

To provide you and your segment or business unit with even better support for your strategic challenges, here you will find your personal contact person at the thyssenkrupp Academy. Your contact person will be happy to advise you on all matters relating to learning strategy, transformation support, client solutions, learning landscape and product portfolio. So you can be sure your needs, ideas, suggestions, questions and topics are in good hands. Your personal contact person is looking forward to the exchange with you!

For all questions regarding contents and concepts of the individual programs as well as all organizational details, you will find the responsible contact person on the following program pages directly.



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Your guide to the program

Registration

You register yourself via thyssenkrupp's group-wide learning platform we.learn.

we.learn is based on the idea of self-service. On each program page you find a direct link to the respective program page in we.learn which provides you with more information on content, dates, prices and venues.

Please note, that with registering via we.learn your registration is binding. Business specific approval processes for registration are driven on local HR level. Get in contact with your local HR department to find out more!

Program fees

Detailed information on the specific fees can be found on the respective program page in we.learn. The invoices are issued through thyssenkrupp Academy GmbH. After the program, an invoice in the amount of the program fee will be charged automatically to your company which is deposited in your profile.

Accommodation costs

Accommodation costs are not included in the program fees. We will gladly inform you in due time about the costs and the reservation process of the respective venue.

Cancellation policy

Cancellation is free of charge until four weeks prior to program start. For details, please refer to the program details in we.learn.

If you have to cancel your participation, please cancel your room reservation as well. Cancellations in external venues (for example hotels) may incur cancellation charges.

A minimum number of participants is required for all programs. If this minimum number of participants is not reached, we reserve the right to cancel the program at short notice.



Secure booking and program participation even in times of pandemic – hygiene and distance concept for all face-to-face programs

Our wide range of inspiring and interactive virtual formats will help you to better manage your daily challenges in times of pandemic. You can also book our face-to-face offers with a good feeling!

The well-being, health and safety of you, our team members and learning partners is our top priority. To ensure this, we have introduced procedures, plans and concepts that guarantee that you can feel safe with us and find yourself in a familiar atmosphere as usual. Our comprehensive hygiene and distance concept has been coordinated with thyssenkrupp AG's company crisis organization (BKO).

You decide: Virtual or face-to-face program – in both cases we look forward to your participation!

Program offerings

A/L1 to L3



Leadership Curriculum A/L1 to L3

Our Leadership Curriculum enables our top executives (A/L1-L3) to master current strategic and operational challenges and align their leadership profile with the brand new thyssenkrupp Leadership Competencies. To this end, the thyssenkrupp Academy works with recognized external experts such as scientists, consultants, coaches and facilitators to impart up-to-date know-how and applicable insights. Practical learning formats guarantee added value for all involved managers: personal learning experiences, practical results and a strong thyssenkrupp network. All this in face-to-face classroom programs and in inspiring virtual formats.

Core Programs		A/L1	L2	L3
		Core programs will be developed on demand and in close alignment with the BAs/BUs		
Deep Dive Programs		Enabling Breakthrough Performance - Learning Expedition		
Business Excellence		Driving Performance through Customer Value		
		Sustaining Peak Performance		
Inspirational Leadership		Discovering Inspirational Leadership	Discovering Inspirational Leadership	
		Performing in a Public Environment	Shaping Leadership Communication	
		Leading through Coaching	Leading through Coaching	
			Reflecting my Leadership Personality	
		Building Coaching Capability (grade-independent)		
		Remote Leadership	NEU	Remote Leadership (impulse session)
Strategic Orientation			Putting Strategy into Action	
		Leading for Performance in a Digital Age – Learning Expedition		
			Digital Discovery Sessions	
			Leading for Agility	
Courage			Fostering Courageous Leadership	
Thrive on Change		Leading Business Change	Leading Business Change	
			Mastering your Transition Successfully	
Ensure Accountability		In development		

Business Excellence

Enabling Breakthrough Performance (Learning Expedition)



Questions?

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You can find more information on content, dates, prices and venues in we.learn.



Click here!
to visit we.learn

Who should attend?

All employees who would like to orient their professional compass through an intense biographical review.

What you learn?

Today's world is exposed to an extraordinary level of unpredictability that has not been seen for decades. If ever the phrase "VUCA" felt appropriate to use, it's now! Companies that balance protecting and running the business today with retooling the business for tomorrow will outrun extinction and thrive after the crisis. "Enabling Breakthrough Performance" is a unique opportunity to explore that balance, rethink strategic priorities and acquire key capabilities to accelerate the performance of your most critical initiatives or build future businesses.

How you learn?

The 3-day learning expedition will take you out of the office and connect you with peer companies, thought leaders, topic experts and senior executives, and will offer you the opportunity to explore these topics in more depth while providing you with new perspectives on how to better tackle them.

Your benefits

- Develop flexible operational, organizational, and financial plans to capture pent-up demand (or adjust for overserved demand)
- Build resilience into operations and other functions for future risks
- Rethink strategic priorities and invest in or acquire key capabilities to leapfrog the next few chapters of your industry's evolution
- Rediscover the raw customer need while avoiding "average customer" discussions

Business Excellence

Driving Performance through Customer Value

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You can find more information
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Click here!
to visit we.learn

Who should attend?

Executive & Senior Managers (L2/L3) who want to foster a culture of top performance in their area of responsibility.

What you learn?

In this L2-L3 program you will learn to explore your customers' needs and foster a continuous customer dialogue (with external & internal customers). Empower employees to fulfill customer needs and create engaging and meaningful targets. Prepare to start a continuous improvement process to unleash the untapped potential of your employees and learn to embed performance dialogue – how to discuss target deviations with your team to use it as an opportunity for improvement.

How you learn?

Through the formulation of needs hypotheses, process observations at the customer and subsequent customer interviews, you will identify potential ways to increase the value of your products and services for the customer.

In the multi-modular program, you will combine theory and practice, joint learning and individual application of what you have learned, right up to the concrete implementation at one of your customers as part of the "Personal Challenge".

Your benefits

- Understand how customer orientation and customer value generation can be operationalized
- Development of valuable insights into customer value-oriented management
- Empowering your employees to identify and meet customer needs

Sustaining Peak Performance



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You can find more information
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venues in we.learn.



Click here!
to visit we.learn

Who should attend?

Executive & Senior Managers (L2/L3) who want to learn how to reach peak performance in their day-to-day working life.

What you learn?

This innovative program is based on the newest insights from neuroscience. You will understand how the brain works and will learn how to reach and sustain peak performance in day-to-day working life.

How you learn?

The multi-modular program stretches over a period of several months in which you will have the opportunity to implement learning and adjust your living and working habits step by step and right away: sport activities, healthy nutrition & mindfulness. Their positive impact on your performance will not only be discussed in theory but will be an integral and practical part of the program.

Your benefits

- Reach your peak performance level exactly when needed
- Optimize your emotional stability and manage stress
- Boost your ability to learn and change
- Organize your work life in a brain-friendly way
- Lead a more healthy and balanced life
- Take individual preferences and needs into account

Inspirational Leadership

Discovering Inspirational Leadership

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You can find more information
on content, dates, prices and
venues in we.learn.

Who should attend?

Executive & Senior Managers (L2/L3) who want to be excellent inspirational leaders.

What you learn?

This “Learning Journey” is a unique “time out” which enables you to reflect intensively and to clarify your focus. You will learn how to build alignment, commitment and inspirations in your teams back at work.

How you learn?

The experience will allow you to connect deeply with your peers, thus building a sense of community and enabling you to reflect on the challenges you are facing. You will engage in deep personal reflection, peer dialogue or coaching.

During the journey, you will stay each evening in different locations, with small, simple accommodation in a natural environment.

The program takes place almost exclusively in an outdoor environment and most days involve lots of walking and some cycling. If you have any concerns, please contact us before you register.

Your benefits

- Recognize what it means to inspire followership in others
- Become aware of your own values and beliefs, and the extent to which you are living these
- Understand the impact you are having on others
- Identify any lack of congruence between intent and impact
- Identify what obstacles may be preventing you from achieving the desired impact and have a plan for overcoming these
- Develop a clear and sustainable strategy for generating trust and building team and organizational effectiveness



Click here!
to visit we.learn

The program for level A/L1 can be found under this link.



Click here!
to visit we.learn

The program for level L2/L3 can be found under this link.

Inspirational Leadership

Shaping Leadership Communication

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You can find more information
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venues in we.learn.



Click here!
to visit we.learn

Who should attend?

Executive & Senior Managers (L2/L3) who want to develop a more strategic approach towards their leadership communication and practice challenging communication situations.

What you learn?

The current changes regarding thyssenkrupp's structure and business performance pose even more communication challenges on you as our top leaders.

This program broadens your view on communication as a key leadership task: How do I create inspiration, followership and motivation among others? How do I strategically address others not only with the right message at the right time, but also with the right format to spark engagement, dialogue and honest openness? How can I prioritize messages and express them with clarity while finding the right balance between what can and should be shared with others?

How you learn?

With your coach and peers you will reflect on your own communication mindset, develop a broader repertoire towards your leadership communication and practice challenging communication situations. You will also use and practice virtual communication.

Your benefits

- Shape your individual leadership communication strategy
- Better grasp and resonate your audiences' perspectives and feelings and create the most impact
- Communicate confidently in change or crisis situations and under pressure
- Learn from peers and discuss best practices

Please be aware that the program will be offered as a face-to-face program as well as a virtual training.

Inspirational Leadership

Reflecting my Leadership Personality

**Questions?**

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You can find more information
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Click here!
to visit we.learn

Who should attend?

Executive & Senior Managers (L2/L3) who want to reflect their personal leadership style. Please note: this program was formerly called Leading High Performing Businesses Module II. If you participated in this Core Program, please do not register again.

What you learn?

Leading others to achieve peak performance – and to change attitudes and behavior where necessary – can require determination and inspirational leadership as well as introspection and a high degree of mindfulness. This program is designed to support you in this process – to challenge, to strengthen, and to inspire.

How you learn?

We will create a learning environment that enables intensive personal reflection and experimentation. It begins with a 360° feedback, which will be kicked off approximately 8 weeks before the program start and which is offered in various languages (e.g., German, Portuguese, and Simplified Chinese).

The debriefing session with an experienced external coach makes you more aware of your strengths and potential areas for development.

Your benefits

- Test and reflect upon your leadership behavior in real situations
- Develop your leadership personality further based on feedback from our coaches and your colleagues
- Receiving feedback from your 360° process, your peers and coach
- Becoming aware of neuro scientific background for enabling peak performance in self and teams

Inspirational Leadership

Performing in a Public Environment



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You can find more information
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Who should attend?

Top Executives who want to master an array of different public speaking situations.

What you learn?

You will practice how to strategically address others not only with the right message at the right time, but also with the right format to spark engagement, dialogue and honest openness.

This program supports you to present your ideas clearly and confidently. You will learn how to master an array of different public speaking situations, including conferences and panels, press conferences, and television or telephone interviews.

How you learn?

You will get impulses and intensive coaching by communication experts. There will be a lot of practise in your small group plus use of media, e.g. practicing in a TV studio.

This program consists of 2 Modules. Module 1 will focus on acquiring the basic skills. Topics covered will be corporate messaging and communication platforms, your “onstage-performance” and fundamentals of personal story telling and corporate narratives. The motto of Module 2 is “personalize and practice”. Topics covered will be your personal drivers and using them to create your personal brand, your leadership style on stage, presentations with PowerPoint, panel discussions and media conferences.

Your benefits

- Work on your own performance style
- Learn how to tailor your messages for specific target groups
- Intensive practice and coaching

Inspirational Leadership

Leading through Coaching

**Questions?**

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You can find more information
on content, dates, prices and
venues in we.learn.

Who should attend?

Executives who want to empower their teams by practicing a coaching leadership style.

What you learn?

You will discover coaching as a powerful leadership tool which you can use to enable your people to both achieve peak performance and to reach their full potential.

How you learn?

This program is highly interactive and practical. All coaching tools will directly be applied and practiced using your own cases. You will be getting intermediate feedback from your coach and peers.

Your benefits

- Recognize the value in developing a coaching mindset and understand when and how to use a coaching leadership style
- Use the 4 C's of Coaching Model (Connectedness, Clarity, Change and Confidence) in a number of different coaching contexts, including everyday coaching, career coaching and performance coaching
- Be introduced to a toolkit of effective coaching tools, which will enable you to get the best out of your coaching conversations
- Have maximum opportunity to apply these tools and to practice your coaching skills
- Give intensive feedback to your colleagues and receive intensive feedback from your colleagues and facilitators in an atmosphere of openness and trust

Please be aware that the program will be offered as a face-to-face program as well as a virtual training.



Click here!
to visit we.learn

The program for level A/L1 can be found under this link.



Click here!
to visit we.learn

The program for level L2/L3 can be found under this link.

Building Coaching Capability



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You can find more information
on content, dates, prices and
venues in we.learn.



Click here!
to visit we.learn

Who should attend?

The program is designed for business leaders, as well as professionals from the HR and Change communities to help them to develop a more coaching leadership style, enabling them to get the best out of their people and to drive performance.

What you learn?

The program enables you to gain a deep understanding of coaching and the benefits this offers to leaders, to their followers and to the organization as a whole.

Module I will deepen your understanding of the role of the coach and the benefits of developing a coaching mindset, as well as introducing relevant coaching theories, models and tools. It will also explore how to integrate coaching into your day to day business life.

Module II will enable you to expand your coaching skill base and learn to use different coaching methodologies. It will prepare you to handle more complex coaching challenges, working with emotions and overcoming resistance.

Module III will develop your confidence as a coach in dealing with a wider repertoire of coaching situations. It will focus on increasing your awareness of your impact as a coach and on developing your own personal and authentic coaching style.

How you learn?

It is an intensive and highly interactive nine-month learning journey, consisting of three 3-day face to face modules, virtual sessions, mentor coaching and intensive coaching practice and feedback. The program is offered in cooperation with our learning partners from the Calumis Akademie.

Your benefits

- Deepen your knowledge of coaching and coaching theories, models and tools
- Practise various coaching situations
- Develop your own personal and authentic coaching style and adapt your leadership style accordingly

Inspirational Leadership

Remote Leadership

**Questions?**

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You can find more information
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Click here!
to visit we.learn

Who should attend?

Executives and Senior Managers who want to learn how to master the challenges of "Remote Leadership".

What you learn?

This virtual impulse session has two main focus topics. On the one hand, you will learn how to work productively and effectively with your teams and employees without losing sight of physical and mental well-being.

On the other hand, you will focus on tips for building up structures to successfully manage your team and approaches to maintaining trust and commitment. In addition, you will receive valuable ideas and implementation options on how to virtually design a trustful and efficient communication with your team and learn to develop a strong team feeling among the employees, which is characterized by a high level of identification and willingness to perform.

How you learn?

In this virtual impulse session, you will learn how to work effectively "remotely" as a manager and how to lead your team. You will exchange experiences and proven methods while discussing practical tips and their implementation with your peers.

Your benefits

- Shaping productive and effective collaboration in times of distance
- Development of strong team spirit and trust among employees
- Establishment of needed structures and efficient communication

Strategic Orientation

Putting Strategy into Action



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You can find more information
on content, dates, prices and
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Click here!
to visit we.learn

Who should attend?

Executive and Senior Managers (L2/L3) who want to learn what a business strategy is, how it can be communicated and how it can be executed well.

What you learn?

In this program you will learn how to make a strategy explicit and clarify “where you want to go and how you want to get there”, as well as to articulate the strategy to your employees and other key stakeholders.

How you learn?

Designed in a very interactive way the program will focus on good strategy making and good strategy execution and then to apply these insights to your own context in a concrete manner.

Your benefits

- Develop your strategy, its execution process and translate strategy into the day-to-day business agenda and into operational accountabilities
- Align your organization/area of responsibility with the strategy to be executed

Strategic Orientation

Leading for Performance in a Digital Age (Learning Expedition)



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You can find more information
on content, dates, prices and
venues in we.learn.



Click here!
to visit we.learn

Who should attend?

The program is a perfect fit for leaders (L1-L3) who consider implementing new ways of doing things within their areas of responsibility - to both excel in today's highly connected world and to better navigate their business in an uncertain future.

What you learn?

It goes without saying that today's business environment is by no means comparable with the environment we experienced some years ago. Today's fast moving digital age tremendously impacts our professional and as well as personal life: How to lead and empower? How to please demanding customers when business environments are volatile? "Leading in a digital age" offers you the opportunity to explore these topics in more depth while providing you with new perspectives on how to better tackle them.

How you learn?

The 4-day learning expedition will take you out of your office to a global innovation hotspot. By touring various parts of the city, it will connect you with thought leaders, topic experts, entrepreneurs and executives to discuss several dimensions of new ways of working & leading, digital transformation and corporate innovation endeavors.

Your benefits

- Develop ideas how to lead teams to success and empower them when resources are limited
- Broaden your perspectives on topics such as digital transformation or new ways of working
- Develop a plan of action to move on

Strategic Orientation

Digital Discovery Sessions



Questions?

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Click here!
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Who should attend?

Executive and Senior Managers (L2/L3) who want to kick-start their digital endeavors.

What you learn?

The program is intended to be an initial eye-opener with the following outcomes: It will foster a collective vision on how your environment is changing with new technologies, new opportunities and new business and as well as service models. You will discover how to embrace digital to face upcoming challenges. You will gain a deeper understanding on how startups manage to quickly test and validate a business idea. You will be able to transfer this knowledge to your own business after having applied design thinking principles in various challenges throughout the program. Lastly, the program intends to be a launching pad for your own digital endeavors through workshops, group reflection and external input.

How you learn?

The program is a collective learning experience that provides you with a solid basis on how the digital economy will impact your teams and businesses in the future. Designed in a very interactive, hands-on and fun way it will give you a unique platform to gain new insights into technologies changing our world and to better understand business and service models building onto them.

Your benefits

- Become aware that digital is not only a major enabler to be closer to our partners and differentiate ourselves from competition but also a lever to explore new business models and enhance our performance
- Develop the fitting mindset to succeed in a digital age
- Engage with and learn from bold entrepreneur & industry players with challenges similar to thyssenkrupp

Strategic Orientation

Leading for Agility



Questions?

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Click here!
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Who should attend?

Executive & Senior Managers (L2/L3) who want to positively impact and change the culture and ways of working in our teams and networks.

What you learn?

Digital transformation and the introduction of agile ways of working are key initiatives to support the achievement of our strategies and business goals at thyssenkrupp.

However, experience from other organizations shows that without a corresponding change in ways of working and culture, it is unlikely that we will leverage the benefits of digital and agile. As managers and leaders, you can impact the culture and ways of working in our teams and networks.

In this program, you will learn how to adapt your people leadership skills for the agile organization and explore practical ways to enable your teams and networks to work in a more agile way.

How you learn?

To support you, the learning program "Leading for Agility" is designed to answer the following questions: In our evolving digital and agile work environment, what key people skills, mindset and culture do we need to flourish? How can we adapt our leadership and the ways of working in our teams to deliver the agility and speed we need?

This is not a program about specific agile tools and instruments. Instead, it focuses on leadership skills and what leaders can do to take away the impediments to new ways of working by challenging mindset, the way we organize and collaborate in our teams. The program will be in a face-to-face setting for two days followed by a webinar about a month later.

Your benefits

- Develop an Agile Attitude
- Remove the barriers to speed
- Embrace and embed new practices and technologies
- Mindset and culture change to "dare to fail" and "everyone's a leader sometimes"

Courage

Fostering Courageous Leadership

**Questions?**

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Who should attend?

Executive & Senior Managers (L2/L3) who want to be excellent inspirational and courageous leaders.

What you learn?

These are the times that call for bold, confident, courageous leadership. As history has shown, those with the guts to step forward, take some risks and lead during downturns and uncertainty will be the winners as the economy rebounds. But it's not easy. Demonstrating leadership courage - whether it's making a decision to move ahead with a business or on a new project, communicating when you don't have all the answers, having uncomfortable conversations or address situations where people tend to keep their heads down and their mouths shut in order to survive - can be scary. Yet it's precisely the kind of behavior that fosters trust and sets a crucial example for others to follow at a time when they would rather hunker down and wait for the storm to pass.

How you learn?

This program will focus on helping you inspire more courageous behavior in yourself and in your teams. It will allow you to connect deeply with your peers, thus building a sense of community and enabling you to reflect on the challenges you are facing. You will engage in personal reflection, peer dialogue or coaching.

Your benefits

- Learn how to take immediate control and act decisively in high-stakes situations, crises, or conditions of uncertainty and to address the situation
- Reflect on how to foster a culture where people are strongly encouraged to take wellreasoned risks, and are supported regardless of the outcome
- Understand how to make tough or unpopular decisions when needed to uphold the best interests of the organization

Thrive on Change

Leading Business Change

**Questions?**

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Who should attend?

Top Executives (A), Senior Executives (L1), Executives (L2) and Senior Managers (L3), who want to excel at being a change leader and want to lead their organizations successfully through the transformation & change.

What you learn?

In this interactive and practical program you will strengthen your ability to lead change effectively in your organization. You will share a common view with other executives on what it takes to drive sustainable change in organizations. You will get a practical toolbox to apply to your individual business and functional change challenges. The resulting roadmap will include options to empower and engage your people during the journey. This program provides you additionally with the opportunity to get to know your peers better and experience how to leverage the potential of this group.

How you learn?

This program is a 2.5-3-day class-room training or a fully virtual program with four 4-hour sessions on a weekly basis. An integral part of the program involves working on individual business or functional challenges. Since you will be working in a peer-coaching format throughout the program, it is important that you select the most appropriate topic before the program starts.

Your benefits

- Learn from highly experienced and accomplished change experts how to strengthen your ability to lead change effectively in your organization
- Work on a real life challenge from your organization and develop a roadmap you can put into action
- Inspire others to take action and continually adapt to changing needs
- Get to know your peers, learn from them as well as share your experience with the group



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The 3-day program including intensive individual coaching for level A/L1 can be found under this link.



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The 2.5-day program for level L2/L3 can be found under this link.



Click here!
to visit we.learn



The fully virtual program for level L2/L3 can be found under this link.

Thrive on Change

Mastering Your Transition Successfully

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Who should attend?

This program is perfect for all leaders who will or have just changed to a new L3 or L2 graded position and are not longer than 100 days in their new position.

What you learn?

This program provides you with the tools, time and structure to specifically prepare yourself for your new role and its added management and leadership responsibilities.

You will understand why the first 100 days in the new position are so important, learn the dos and don'ts as well as the success factors and challenges.

How you learn?

You will work closely with the trainer and other participants to scope out the challenges of your new position and develop strategies and action plans to overcome them. Together with a strong group of peers, you can take a step back from the busy workload of the transition, get a new sense of perspective, assess your priorities and targets and re-engage with fresh determination and energy.

Your benefits

- Reflect on the new position's leadership requirements and identify the skills and leadership qualities you need to develop
- Understand why the first 100 days in the new position are so important
- Learn the dos and don'ts as well as the success factors and challenges
- Develop an individual action plan for the first 100 days

Please be aware that the program will be offered as a face-to-face program as well as a virtual training.

Program offerings for all employees





Develop yourself

Convincing with Personality

Self-assured. Confident. Quick-witted.



Questions?

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Target group

All employees who want to further develop their own personality and who want to discover and expand their inner strengths through an honest self-evaluation.

Program description

This program provides you with various impulses for strong, authentic behavior and good evaluation of yourself. This involves the following key questions: Who am I? How confident, natural and satisfied am I? What values do I have?

You gain charisma and self-confidence through clarity of your own personality. Furthermore, you will learn how to remain calm in difficult situations and to respond cleverly and quick-wittedly.

Content

Inner strength

- What makes people strong
- Resilience: stay strong despite adverse conditions
- Borrowed and natural self-confidence
- The pillars of self-confidence
- The value of the individual
- Orientation through clear values

Evaluation of oneself

- How do I conduct myself?
- Perfect – but burned out
- The power of your own thoughts
- Self-communication and self-esteem
- Courage to say no – saying no clearly and friendly

Effective personality

- Self-perception and how others perceive you
- Behave naturally to be well received!
- Success factors of a positive charisma
- Confident handling of accusations and attacks
- Techniques of the quick-witted
- Increasing your own ability to accept criticism
- Composure as an expression of maturity

Learning partner

Barbara Fußy-Böhme
Training & Consulting for Personal Development

Develop yourself

Presence at all levels

Purposeful use of body language and voice

**Questions?**

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All participants will get the book
"Sprechen wie der Profi" by
Dr. Monika Hein



Click here!
to visit we.learn

Target group

All employees who want to discover and further develop their body language and voice and thus find a confident expression.

Program description

In this program you will learn how to use your body and voice to manage yourself, situations and contact with others in an appreciative way. You will appear calm and powerful, even in emotionally tricky situations.

For this we first deal with what actors absolutely need for the stage in order to do their work. We will explore together how you can express your strength in a friendly way. We examine how you can deal with status and space, which laws the stage brings along and how we deal with them elegantly.

Next to the body, the voice is an essential tool to find a relaxed presence. With the model of the "vocal mixer" we complete the work on body expression and see what else your instrument can do.

Together we reach into the bag of tricks of the professional speakers and experience what gives news anchors their commitment, what gives audio book anchors their liveliness and what gives dubbing actors their authenticity. In many practical exercises you expand your personal expression and playfully awaken much potential to strengthen body and voice.

Content

- Physical activity and presence
- Straight spine and perception
- Gestures and facial expressions
- Breathing and calmness
- Voice and mood
- Speaking and intention to speak
- Personality and Speaking

Learning partner

Dr. Monika Hein

Trainer for speech and voice, Keynote-Speaker, Business Coach

Develop yourself



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Digital Learning Nuggets

After the program you will get
access to online learning nuggets
regarding the topics "Time
Management with Outlook"
and "QualityLife".



Click here!
to visit we.learn

Successful Self-Organization and Effective Time Management

Ways for better time authority and effectiveness

Target group

All employees who would like to learn effective methods for their time planning, personal working style and work organization.

Program description

Do you feel your time is slipping away? One appointment follows the next and you are missing free time slots for concentrated working and getting things done? In this program you will learn how to improve your personal working style.

You will get a toolbox for twenty-first-century time management and effective and efficient self-organization in your private life as well as in your work life. Handle your time more effortlessly and improve your performance!

Identify your time routines and learn how to change for the better.

In this program you will learn how to handle multiple demands in a stress-free and goal oriented manner.

Content

- Analysis of your own time management behavior
- Prioritization – from urgency to importance
- Being confident to say no
- Recognize and reduce disturbing factors
 - Identifying time thieves
 - Eliminate causes of time wasting
 - Analyzing and reducing personal disturbance
 - Avoiding postponements and creating more freedom
- How to handle multiple demands
- Sensitive use of your time and the time of others
 - Meeting management – productive planning and effective implementation
- Modern workplace organization
 - Tips for handling emails
 - Tools for present-day task- and time-planning
- Your personal action plan for practicing

Self-Assessment

Prior to the program a self-assessment will give you an overview of your personal time management and life balance. This will enable you to identify your personal learning objectives and to focus on these during the program.

Learning partner

TEAM CONNEX AG

Develop yourself



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Upgrade Your Energy!

How to sustain and upgrade your energy level,
performance and health

Target group

All employees who want to level up their strategic performance recovery skillset (switching off, sleep, nutrition, movement) to thrive in business and life.

Program description

Strengthening performance is a clear focus at thyssenkrupp! Whatever measures are taken to improve performance, a company is only as strong as its employees are. That is why – and above all because it is about your personal energy management – you are the focus of this program. Upgrade your energy!

All content has been specially created according to a concept that guarantees rapid implementation success in everyday life without having to make significant life changes.

Content

The science behind strategic performance recovery

- Understand the concept of periodization and stress-rest elasticity
- Develop a strategic recovery mindset
- How to measure your recovery status in daily life
- How to implement strategic recovery into business & life (Sustained Habit Change)

How to control and switch off your racing mind (anytime, anywhere)

- Implementation strategies to activate your rest mode (parasympathetic) on demand
- How to create time for micro breaks in your daily business life

How to upgrade your sleep (without sleeping more!)

- Why total length of sleep is not crucial for your energy, performance and health
- Why deep sleep is supremely important for your performance and well-being
- How to get more deep sleep by applying deep sleep densification

How to support your recovery with the right nutrition

- The importance of nutrition for your energy levels
- Learn and understand the 6 Strategic Recovery Fuel Principles
- How to implement all 6 principles into your daily life

How to move your body for high energy, performance and health

- Understand the difference between workout/exercising and Recovery Moves
- Learn the fundamental Recovery Moves you need for strategic recovery
- How to implement them into your daily life (even if you are not into sports)

Learning partner

Chris Surel
Performance Recovery & Sleep Coach

Develop yourself

Controlling chaos!

Mastering complexity and staying focused at work



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Target group

All employees who would like to effectively improve their concentration and productivity with the right techniques in order to better deal with the complexity of today's workplace.

Program description

Customer requirements, phone calls and new tasks – everything needs to be handled immediately, simultaneously and in high-quality. However, it is often difficult to concentrate on tasks for a longer period of time and to disregard disturbances completely.

In this program you will learn different techniques for increasing your attention span and for systematically enhancing your speed of cognitive information processing. You will find out how to stay concentrated with simple exercises, how to focus your attention on actual and important tasks and how to maintain your mental flexibility even to an old age. As a result, you will be able to memorize information more easily and remember and retrieve it when needed. Last but not least, you will be able to navigate through everyday (work) life more efficiently and laid-back.

Content

- Chaos factors and concentration killers in everyday working routines
 - Dealing with complexity in the workplace
 - How to stay focused exactly to the point
 - Practice transfer: Problems from your practice are handled in a solution-oriented way
- Increasing concentration, attention and memory performance
 - News from intelligence and brain research
 - Get to know your memory span and information speed
 - Exercises to increase concentration – also for everyday life
- Know how: Train your brain fitness
 - Brain calisthenics and memory training – how to get going again
 - Farewell post-it notes – how to remember 10 to-dos
 - Nothing works without the body: BrainWalking – The Turbo for Your Brain
- Learning has to be learned
 - Find your individual learning concept – more efficient and joyful learning
 - How to memorize things in the longterm run
- What to do in case of stress alarm?
 - Close-up of your stress factors
 - Get to know effective stress management techniques
 - Effective exercises for more energy, concentration, relaxation and regeneration

Learning partner

Haufe Akademie

Develop yourself



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WorkingMIND

Focus and self-guidance in a challenging working environment

Target group

All employees who want to learn how to shape their daily working life more “brain-friendly” and who want to regain their inner balance by using mindfulness-based methods.

Program description

Along with the digitalization of the 21st century, the operational procedures have become and are still becoming more and more linked and concentrated. Consequently we all are increasingly challenged. In many cases, plenty of projects with different stakeholders require to be pushed on simultaneously. Accordingly, the employee mostly experiences and perceives acceleration together with increasing complexity.

In order to handle the flood of tasks and information, focused attention and inner clarity are needed. However, our daily routine is characterized by countless interruptions which in turn provoke uneasiness and restless attention. Collaboration and teamwork become more and more important for managing tasks successfully. At the same time, however, the stress that is experienced reduces the emotional intelligence as well as the willingness to work in a team. The inner acceleration rarely allows us to pause in order to reflect our actions and approaches to solving a problem. Instead, we often act on autopilot and perform the same tasks again and again – while what we actually require is innovation, creativity and openness.

It is precisely at this point that our mindfulness training WorkingMIND comes in to support you.

Content

- Introduction into mindfulness practice/meditation
- Self-Leading – Body, soul and emotions
- Self-responsibility
- Mindful communication/clarity
- Inner and outer attention
- Focus and presence

Learning partner

Awaris GmbH

Develop yourself



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Virtual Resilience Journey

How mindfulness-based practices
can change your (working-)life

Target group

All employees who are keen to explore a way of gaining more inner stability and resilience to be better prepared in order to keep balance in times of uncertainty and stress.

Program description

In times of change and uncertainty, heavy workloads and multi-tasking, research shows that being mindful can enable us to better cope with stress, and thus, improve our personal resilience. Therefore, this four-week program, based on the latest research, will help you to better connect with your inner space to be more resilient in dealing with the outside world.

In weekly 60-minutes Live-Online-Sessions you will understand, experience and exchange on how mindfulness can support you in handling stressful situations. To support you in integrating helpful routines in your daily life and to ensure a sustainable transfer beyond the four weeks program, you will be guided by a tailor-made app. This app covers all content from the Live-Online-Sessions and offers further practices.

In order to get the most out of this program, please allow additional five to ten minutes of daily practice. This will help you to immediately start to integrate a mindfulness-based routine into your life.

Please note:

The Live-Online-Sessions will be held in English.

We strongly recommend to install the app on your personal mobile device rather than your thyssenkrupp advice in order to be able to access the content after working hours while not being distracted by business-related information or correspondence.

Content

- Module 1:
Self-awareness – how and why to get in touch with your inner space
- Module 2:
Focus – how and why to take responsibility for your mental resources
- Module 3:
Challenging emotions – how to access challenging emotions as a resource
- Module 4:
Creating space – bringing it all together: create and protect your inner space and reflecting on what to take forward

Learning partner

Awaris GmbH

Develop yourself

Reinforcing Strengths I

An interactive workshop for women

**Questions?**

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Target group

All female employees who wish to consciously strengthen and further develop their own skills and talents.

Program description

Get to know your individual strengths better and learn about the direct correlation between strengths and weaknesses in your personality profile. Identify your key talents and skills by comparing your self- and external image, and thereby, really strengthen your skills. The principle of self-responsibility will show you how you can face your current challenges and what steps – both within and outside your comfort zone – you need to take. You will get to know your own "motivational buttons" better and thus be able to use your energy more efficiently in order to achieve your goals.

Clearly identifying and developing your own strengths requires a process of honest and personal self-reflection. Reflection means dialogue, and this dialogue requires a change from action to interaction, to rest and time to reflect. To support this reflection, the seminar focuses on two types of methods:

- Dialogue exchange with one another
- Inner dialogue through creativity: The method of "creative journaling" combines developing ideas, lateral thinking, sketching, illustrating, creative writing, etc.

Content

- Development of individual strength profiles
- Reflection on your own thought processes and behavior patterns in dealing with success and challenges
- Analysis of the "typical feminine" communication habits under stress and development of alternative ways to solve the problems
- Presence and presentation coaching
- Development of concrete steps for professional talent development "on the job" or through self-directed career planning

Learning partner

Stefanie Voss

Moderation – Keynotes – Consulting – Coaching

Develop yourself

Reinforcing Strengths II

Follow-up to deepen the learnings



Questions?

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You can find more information on content, dates, prices and venues in we.learn.

Target group

All female employees who have already participated in the workshop „Reinforcing Strengths I“ and who wish to deepen and extend their self-reflection and self-development goals using the Creative Journaling Method.

Program description

The workshop builds upon the learnings and experiences gained during the first program. Participants will continue to use the Creative Journaling Method and their self-coaching-journals.

The new questions and learning topics cover a broad variety of subjects such as dealing with doubt, insecurity and stress, strengthening resilience, taking clear decisions and the definition of mid- to long-term career goals that are in line with the individual value framework. The variety of methods and media used is multifold: the familiar Creative Journaling Methods will be supplemented with new materials and other workshop modules. A particular focus will be the intentional, clear and precise use of words, phrases and speaking patterns, thus allowing participants to gain a clear focus and structured approach to mindset shifts.

Content

- Continuing the deep reflection of thought and behavioral patterns: Why am I thinking what I'm thinking? Why am I behaving the way I'm behaving? What do I want to change about that?
- Strengthening self-confidence through a consistent and stable access to skills and talents – also under stress and in uncomfortable situations
- Dealing productively with doubt, insecurity, inner blockages and outer resistance and building up strategies for resilience
- Using efficient analytical tools and techniques for consistent and sustainable decision making in complex situations
- Development of short-, mid- and long-term personal development goals.

Learning partner

Stefanie Voss
Moderation – Keynotes – Consulting – Coaching

We offer two different training formats:

In our 2,5-day classroom training most topics will first be covered individually in the coaching-journal, followed up by peer-to-peer exchange, presentations and group discussions. You will receive feedback by the trainer and the group. There will also be presentation training elements, group discussions, role plays and peer-reflection opportunities.

In our 8-week online program six new journal tasks are presented with comprehensive video tutorials and texts. All questions are quickly and comprehensively answered by the trainer via email. You will receive individual mentoring, as needed. The time requirement for the eight-week workshop is about 2 hours per week.



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Develop yourself



Questions?

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Competent. Female. Presence.

A workshop for women to gain more clarity,
strength and authenticity

Target group

The workshop is open to all female employees (with and without leadership responsibilities) who want to improve and strengthen their competent presence in various situations on every professional stage.

Program description

We all know them: The reserved women who speak too quietly and are being interrupted all the time. The strong women who come across as “too bossy”, because they show too little “female restraint”. The part-time moms who are never really there anyway. Or the extra-tough career ladies, who – driven by their overpowering perfectionism – always need to put in 120%.

There are many categories for female colleagues, none of which are particularly flattering. What should women absolutely do, and what should they avoid to score professionally? And is it even appropriate at all to ask such questions based on standard stereotypes? The role of women in business has changed radically over the past 20 years. This creates many new opportunities, but also many pitfalls and problems. Women have to reinvent themselves, redefine themselves and decide on their own way – in all the different areas of their professional and private life.

This requires a high level of self-confidence, inner clarity about your own values and goals – and last but not least the practical tools for a confident appearance in a wide variety of situations.

Content

- Clarity on the outside comes from clarity on the inside: What are my short- and mid-term career goals?
- Brands and masks: Why it is essential to have a clear image, how to develop it and how to authentically cultivate it on a daily basis?
- Ground work on image building: Who are my most important “image influencers”, and what “touchpoints” do I have with them?
- The core principles of business appearance: Elevator pitch, 1-on-1 meetings, team call and department conference, coffee corner meet-ups and business travel: How do I build my competent presence in every situation?
- Voice, articulation and language: Skillfully using the tools of my personal communication without falling into female “traps”
- Discussion, facilitation and presentation: Being able to communicate authentically and clearly in a feminine way in front of groups
- Steering my own course: Follow my own wishes and goals and gain strategic support (and supporters) along the way

Learning partner

Stefanie Voss

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Develop yourself

Business English Impact Training

The new way to a self confident and impactful use of the English language



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You can find more information on content, dates, prices and venues in we.learn.



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Target group

All employees who are eager to boost their spoken English skills to be confident when representing thyssenkrupp in international business.

Program description

Forget about boring grammar exercises and the feeling of being back at school ... This highly interactive and practice-oriented Impact Training boosts your active use of spoken English in typical business situations. It is about trying out, testing and applying your knowledge and skills in challenging real-life activities.

This training focuses on business-related communication and problem-solving scenarios as you naturally apply the English language to master different challenges. While doing so, you will identify necessary language as well as skills to become a convincing presenter, be effective in meetings, and negotiate successfully.

Two trainers will accompany you throughout the course and each day you will receive individual feedback from both the trainers and your colleagues. This will enable you to identify your strengths and development areas in your use of the English language, and you will receive recommendations and strategies to further enhance your language skills after the Impact Training.

The Impact Training is suitable for all employees at B1, B2 or C1 level.

Prior to the Impact Training, one trainer will contact you to arrange a short telephone conversation to assess your individual expectations for the course.

Content

- Deliver a better presentation challenge
- Effective meetings maze
- Successful negotiation
- Problem-solving
- Small Talk and conversation skills
- Detailed feedback
- Individual strategies for further development of English skills

Learning partner

Ian Scott, B. Comm. (Hons), PGCE

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Work together

**Questions?**

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You can find more information
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venues in we.learn.

Powerful words!

Confident and convincing in personal communication

Target group

All employees who aim to intensively and practically optimize their rhetorical skills.

Program description

In this program you will learn the basics of persuasion, appreciation and receiver-oriented language in personal communication. You will work on techniques for leading discussions and how to remain authoritative and calm, even in difficult communication situations. You will recognize the impact of your own behavior on others and strengthen your persuasive power.

Content

What constitutes successful communication?

- Principles of communication and leading discussions
- Emphasizing a message using authentic body language
- The four sides of communication
- Use receiver-oriented language

Job-Talk

- Speak frankly without offending others
- Say no constructively
- How to convey negative messages
- Convincing argumentation with diplomacy and tact

Professionally prepare and lead discussions

- Techniques and strategies for successful and goal-oriented discussions
- Guidelines for difficult one-on-one discussions
- Ask questions to lead discussions – practice questioning techniques
- Rhetoric in personal communication

Confident handling of difficult contemporaries

- Why we find some people difficult
- Tips for successful discussions with different "types" of people

Self-image – public image

- How are you seen by others – how do you want to be seen?
- Have a positive influence on how you are perceived using your own attitude
- Learn about the impact of your own actions in a discussion

Learning partner

about C gmbh

We offer two different training formats:

Our 2,5-day classroom program gives you the possibility to work on your confident and convincing communication "live" together with your trainer and colleagues. You will also receive feedback from the whole group.

In the five modules of the virtual format together with a small group of participants and your facilitator, you will explore all contents of the face-to-face program in a highly interactive and practical way.



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Work together

Negotiating instead of debating – How do I reach my goals?

Essential strategies and skills for negotiations



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Target group

All employees with little or no negotiation experience who need to develop fundamental negotiation skills, gaining confidence and achieving outcomes and employees who want to refresh and strengthen their basic knowledge about negotiations.

Program description

Every day, we conduct countless negotiations, consciously or unconsciously, both private and business, in order to achieve concrete goals. Negotiating is therefore one of the most urgent management skills of today's business and the key to business success.

During this program, you gain basic negotiation skills that allow you to prepare and execute negotiations in your day-to-day business. You will train concrete negotiating situations and increase your mental, social and communicative competence for demanding negotiations.

Different methods and approaches in different situations will be presented and applied in many interactive exercises and case studies.

Content

Introduction into the topic "Negotiation"

Comprehensive preparation for negotiations

- Important elements of preparation
- Clear targets

Negotiation execution

- Harvard negotiation concept
- Further negotiation strategies
- The AUAA method
- Communication principles
- Questioning techniques
- Perception and observation
- Non-verbal communication

Following-up negotiations

- Follow-up activities and evaluation criteria

Learning partner

KPMG AG Wirtschaftsprüfungsgesellschaft

Work together

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Negotiating instead of debating for advanced negotiators

Mastering difficult negotiations

Target group

All employees with advanced negotiation experience who want to expand and deepen their basic knowledge of negotiation management and gain confidence in dealing with difficult negotiation situations and general conditions.

Program description

Negotiations are not always easy and smooth, let alone conflict-free. A successful negotiator is not only expected to have the right strategy and arguments at hand, but also competence to be competent in negotiation psychology, to have an instinct for complex interrelationships and a confident, convincing performance.

You will acquire extensive knowledge and tools for the correct handling of the most diverse difficult negotiation situations and behavioral patterns of negotiation partners. At the same time you sharpen the perception of your own typical behavioral patterns in a negotiation, recognize the added value of team negotiations (but also their risks), and know how to apply specific tools and tactics in a negotiation. A further topic is negotiation at a distance, which has gained importance especially due to the current situation of Covid-19: How can I build up empathy with my negotiation partner despite distance, how do I deal with stress caused by the new digital medias (e.g. video conferencing) and what are the Do's & Dont's of digital negotiation?

Content

- Refreshing the important negotiation principles such as clarity of objectives and interests behind positions (Harvard negotiation concept)
- Dealing with resistance
- Other difficult negotiation situations like dead ends or threatening scenarios – what to do?
- The correct use of tactics, or the safe handling of them, if they are used by our negotiation partner
- Opportunities and risks of a team negotiation
- Recognition and avoidance of typical, often expensive negotiation mistakes
- Negotiating in an intercultural setting – which influence has culture and society on negotiation style
- Peer consulting as a tool for conflict resolution
- Negotiating at a distance – how can I appear convincing and empathetic, what should I refrain from doing in a virtual negotiation world?
- Gain experience and self-reflection through role plays and exercises
- Activities to ensure sustainability

Learning partner

KPMG AG Wirtschaftsprüfungsgesellschaft

Work together

Presenting with Charisma and Effect

Convincing. Authentic. Confident.



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Target group

All employees who need a rich toolbox of methods and techniques for a structured and convincing presentation and want to reflect on their own presentation behavior to develop their individual strengths to inspire with natural presence and charisma both in physical presentation situations and in virtual space.

Program description

In order to give a professional presentation successfully, certain ideas, products, results, etc. need to be articulated in an effective and interesting manner. Issues which need special explanation must often be clearly conveyed within a limited frame of time. In addition to this, you want your audience to be enthusiastic about the content of the presentation, and come across as a confident and competent presenter.

And let's be honest ... not every person finds it easy to stand in front of a group, present freely and authentically and maybe even have fun!

This intensive learning journey, consisting of four virtual elements and a two-day presence workshop, provides you with all the necessary methods and techniques to perform convincingly, confidently and authentically both in physical presentations in front of a group and in presentations in virtual space. The virtual learning units are used intensively to impart knowledge and helpful methods. This leaves enough time during the presence phase for practical exercises, for trying out and applying the knowledge imparted, for exchange within the group and for intensive feedback. During the whole program you will get a substantial toolbox to independently draft and structure presentations. In addition, topics such as body language, dealing with interruptions, blackouts, etc. will be practiced and discussed in a practical manner using simulated presentation situations.

You will discover the joy of giving presentations as well as become a confident presentation professional whose content is prepared in an interesting and target-group specific way.

Content

- The basics of good communication
- A step-by-step approach to target-group specific presentations
- Confident appearance: voice, gestures, facial expressions, posture
- How to actively engage the audience
- Generate interest and enthusiasm
- The art of visualization
- Various presentation methods
- Optimizing their body language and appearance using video feedback
- The specifics of virtual presentations

Learning partner

CONTUR GmbH

Work together

To the point: Argue strongly, convince better!

Pyramid structuring of E-Mails and presentations

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Target group

All employees who want to make their point more precisely in presentations, decision templates, emails or other means of communication.

Program description

The Pyramid Principle improves your communication: It starts with the core message and supports it with consistent detail. And this impacts positively for your audience and yourself. Your audience may decide which detail is relevant or unclear to them. You will save time in preparation by focusing on contents that are crucial to your argument. This gives your communication more impact with less effort.

Pyramid structuring will enable you to make a clear point even for complex contents, to structure your arguments in a logically-consistent way and to deliver both with easy-to-understand presentation documents.

We offer two different training formats:

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In our 2-day classroom program you will have the chance to get to the heart of your own topics in a pyramidal manner and to receive feedback from your trainer and the whole group.

Learning partner
projectservices.

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Our interactive virtual classroom brings the contents of this program in four 2-hour webinar modules directly to your workplace. Your trainer will teach you the art of pyramid structuring in practical and engaging sessions with many practical exercises.

Learning partner
steercom GmbH

Work together

Facilitation of Workshops and Meetings

Results-oriented and focused meetings are no coincidence!

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Target group

All employees who want to develop an authentic chairing style and learn basic chairing techniques or refresh facilitation methods in order to successfully lead target-oriented discussions, meetings and workshops.

Program description

Chairing is like driving a car: Most people are convinced that they can do it. Efficient chairing is not at all easy and is almost always a balancing act. On the one hand, all participants should be able to express their different points of view, on the other hand, meetings without specific rules result in inefficient, endless discussions which pose an enormous cost factor for the company.

Professional chairing helps keep meetings and workshops on track and make progress, despite the different expectations of the participants. The commitment of the participants grows when goals are clearly defined and results can be documented and checked. In this program you will learn techniques and methods in order to gain even more confidence in the lead role. Detailed feedback gives you the opportunity to recognize your personal strengths and areas for improvement. This will enable you to use fresh ideas to take on the next moderation challenge.

Content

- The role of the chair
- Confident presence
- Chairing techniques and methods
- Identifying goals & structuring meetings
- Creativity techniques
- Using facilitation materials
- Visualization methods
- Discussion rules and communication, rhetorical tricks
- Controlling group dynamics
- Dealing with conflict situations

Learning partner

Kerstin Abrahams
TRAINING + COACHING

Work together

Conflicts! Let's tackle it!

Identifying causes and solving conflicts in a constructive way

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Target group

All employees who wish to solve their conflicts actively, constructively and with a smile.

Program description

Hooray, we have a conflict! Where people interact, there will always be conflicts. And that is a good thing. Conflicts can bring development, clearance and change. As long as we deal with conflicts timely and constructively, we can use their positive potential – and it can even be fun!

In this program you will learn to recognize, analyze and constructively solve conflicts. We will look into the psychological causes and dynamics that lead to escalations. You will learn how to avoid typical conflict pitfalls and how to overcome inconvenient roles and patterns to actively get back into the driver's seat of the situation.

You will deal with case studies as well as with your own conflict cases, conducting conflict discussions, acting as a conflict moderator and consulting with your peers within cooperative case consulting. You will practice and get valuable input and advice for your current conflict situations.

Content

- Definitions and types of conflict
- Conflict analysis: Detecting and categorizing conflicts
- The 9 escalation levels of conflicts and suitable interventions
- The 5 conflict styles
- Psychological causes, dynamics and patterns
- The role of communication in conflicts
- Choosing and using conflict solving methods and communication techniques
- Feedback as an effective tool of conflict prevention
- The personal role in conflicts

Self-Assessment

Prior to the course a self-assessment will give you an insight into your personal conflict style to identify your learning fields to allow a focus on these within the seminar. You will further get the chance to send in an own conflict example, that can be worked on within the program.

Learning partner

TEAM CONNEX AG

Work together

Experiencing Personal Effectiveness in Groups

Group dynamics & individual impact



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Target group

All employees who want to optimize and reflect on their own behavior by trying out and experiencing an exceptional group methodology for themselves.

Program description

To be effective in groups you must have a good sense of yourself, of others, and the group process. Working together, giving feedback, managing and positioning are key issues for both executives and employees. For good results you must work together, i.e., when both sides navigate together. This type of leading, or rather, working together, requires a high degree of social competence which can best be further developed with direct experience. Therefore, this training is much more intensive than a skill training exercise and requires a willingness to try and learn about yourself within the group.

In this type of program, the participants largely shape the group processes themselves. In this way you quickly discover something about your respective effect in different group contexts and you can deal intensively with your personality. Under the guidance of the trainer, the events are analyzed in regular reflection phases.

Learning partner

Gerber-Velmerig + Co Management and Organizational Consulting

Work together

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What kind of guy is that?!

Understanding personality profiles for a better communication

Target group

All employees who want to understand their own and other personality profiles in order to shape cooperation and collaboration in a way that is appropriate to their type to increase performance in teams.

Program description

More than ever, thyssenkrupp is focusing on cross-team and interdisciplinary cooperation and collaboration to meet the massive challenges the group is facing. Hence, it becomes even more important to structure cooperation with colleagues as closely as possible according to their preferences so that topics and projects can be driven efficiently and successfully.

In this program you will use the MBTI type indicator* to get to know and understand the different personality profiles. Based on your own personality profile and the knowledge of your own work and communication preferences, you will learn how to actively shape smooth cooperation. You will discover the roles within a team, you will know which rules apply to the development of teams and you will enhance your own team competence. You will be aware of the pitfalls and conflict potential in cooperation and know which methods you can use to handle them.

You know the different work and communication preferences of the MBTI types of your colleagues and are able to adapt to them when working together. You will receive a methodological toolbox to be able to have a motivating effect on your working environment in various situations. In this program you will get to know yourself and others better – because people are not all the same and you are not immediately connecting well to everyone.

Content

- The Myers-Briggs Type Indicator (MBTI)
- Recognizing and understanding the own personality profile
- Personality profiles at a glance
- Assessing your counterparts and communicating according to their preferences
- Actively shape collaboration, increase performance
- Self image – public image

* Myers-Briggs Type Indicator (MBTI)

The Myers-Briggs Type Indicator gives you a first overview of your preferred working methods as well as your preferred communication-, conflict- and problem solving behavior. Before the program starts you will get your private and secure access to the Myers-Briggs Type Indicator via E-Mail. Your personal evaluation will be handed out to you during the program. Your personal data will be accessible exclusively to you and your trainer.

Learning partner

TEAM CONNEX AG

Work together

Successful intercultural collaboration

Incl. 12-month access to the e-learning program „Global Pioneer“ containing countryspecific deep dives



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Target group

All employees working together with people from different cultures and who want to understand the different patterns of behavior and communication styles.

Program description

Intercultural cooperation for thyssenkrupp is becoming more and more important in our globalized world. Projects are realized worldwide in intercultural teams and issues are discussed in internationally staffed meetings.

Time and energy consuming misunderstandings and conflicts come up easily in such cross-cultural constellations. Sometimes they may even impede the entire project as such. The most common reason is the difference in understanding certain cultural values. This has effects on action patterns and the way of communication and working. It is noticeable in different ideas of liability, different priorities, different ideas of accountability, different time organization and much more. Thus, the impact on the success of projects and cooperation is tremendously strong.

The aim of this program is to raise awareness of intercultural challenges in cooperation with others and to develop strategies that make profitable use of them.

Discovering your cultural preferences, distinguishing them from personal values and learning about the consequences of cultural differences on intercultural cooperation will be central parts of the seminar. You will also train culturally appropriate communication styles.

Content

- Your own cultural preferences in comparison to other relevant countries
- Stereotypes and prejudices that you are unaware of
- Building trust in an intercultural teams
- Practical tips and action strategies for intercultural situations

To prepare the program in advance you will have access to the E-Learning "Global Pioneer". To deep dive into specific country knowledge your access will be granted for a period of 12 month.

In addition you will receive an online access to the Intercultural Preference Tool (IPT) before the face-to-face program will take place. This questionnaire assesses your cultural preferences in the working context using different cultural dimensions. You will obtain your individual profile of intercultural preferences along with a description of the results and recommendations regarding ways of action during the program. Your personal data will be accessible exclusively to you and your trainer.

Learning partner

ICUnet.AG

Achieve solutions

Modern Office Management

Methods, Tips & Tricks

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Target group

Employees in the areas of secretarial work and personal assistance, team assistants, as well as assistants with additional administrative tasks.

Program description

The work environment in the areas of secretarial work and personal assistance is dynamic, fast-paced and requires strong organizational and communication skills in order to master the complex day-to-day work. In this seminar, you will strengthen these core competencies and enhance your own work organization as well as cooperation with your supervisor.

Content

What does relieving the boss mean?

- The management responsibilities of your supervisor and your role in the management cycle
- Recognizing and perfectly complementing the working style of your supervisor
- Relieving the supervisor by taking over more responsibility

Methods, tips and tricks

- Time balance instead of time pressure – analyze your main time traps
- Assessing and determining priorities correctly and carefully
- Gaining time through an optimal organization of your workspace
- Dealing with disturbances in the workplace
- Creating of a work and information flow in the team
- Filing – the "memory" of your department
- Toolbox: checklists and forms for smooth processes

Email – A blessing and curse

- Dealing with the flood of emails
- Securely stored – fast as lightning retrieval

Optimization of communication processes

- Communicating clearly – binding agreements
- Saying "No" constructively without hurting others
- How to react confidently in difficult situations

Learning partner

about C gmbh

Achieve solutions

Finance Bootcamp

Finance and Controlling Fundamentals for Non-Financials



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Target group

All employees who do not have a commercial background (e.g. engineers, lawyers or humanists) or who want to refresh or extend their knowledge within the business economic context.

Program description

One of thyssenkrupp's top strategic objectives is the sustainable stabilization of finances. This task is not only within the responsibility of our executive board, managing directors and top leaders. We can only be successful if we think and act in an entrepreneurial way on all company levels. A fundamental understanding of economic mechanisms – which is conveyed in this practice-oriented program – is required for successful action.

For this purpose, this program not only concentrates on creating a deeper understanding for general key performance indicators to analyze the financial performance of a company but also on the application for your field of work within thyssenkrupp. You will learn how to systematically evaluate cost and value drivers in your own area and how to adjust the key factors in order to identify the maximum financial performance.

With this program we offer a "blended learning" format which combines a self-regulated learning phase (approx. 6h) and a 2-days face-to-face training.

Content

- Fundamental economic knowledge: How do companies make money?
- Systems of corporate accounting
- Controller's language: Balancing and key performance indicators
- Value-oriented management

Learning partner

Horváth & Partner GmbH

Achieve solutions

Microsoft Office E-Learnings

Learning in everyday life for everyday life

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Microsoft Office 365

Teams

Planner

Sharepoint

PowerPoint

Excel Basic

Excel Advanced

Outlook: Calendar, Tasks,
People and more

Outlook: E-Mail

Word Basic

Word Advanced

Microsoft Office 2016

Sharepoint

PowerPoint

Excel Basic

Excel Advanced

Outlook

Word Basic

Word Advanced

Target group

All employees who would like to refresh and expand their Microsoft Office skills at the workplace in order to take advantage of the many opportunities to make their daily work more efficient.

Program description

With the Microsoft Office E-Learnings of KnowHow AG we have created an offer for you to refresh and expand your user knowledge in various Microsoft Office products directly at the workplace and according to your individual needs.

Choose the Microsoft Office product from the extensive range of products that you would like to learn more about. Behind each E-Learning package is an intensive user training course lasting several hours. You can either work through this systematically to deepen your knowledge and learn all the tips and tricks that will make working with the respective Microsoft Office product easier. You can also use the E-Learning package as a knowledge database, in order to dive into the topic you need when you need it by means of the clearly arranged topics and simple division into sensibly cut chapters. In this way, you can acquire exactly the user knowledge that will support you in a specific situation and that is particularly relevant to your daily work.

The exact contents of the E-Learnings and the respective chapter overview can be found for each Microsoft Office package on we.learn. The Microsoft Office E-Learning courses are available for the versions Microsoft Office 2016 and Microsoft Office 365 as well as in German and English.

E-Learning Access

Decide which version you want (Microsoft Office 2016 or Microsoft Office 365) and which product package you require. The corresponding E-Learning package, which lasts several hours, can then be easily accessed by registering on we.learn. You will receive access to the E-Learning package immediately after successful registration.

Your access is valid for an unlimited time*, so that with the respective E-Learning package you receive a long-term companion for your everyday work.

Product overview

Each product package listed on the left hand side is provided with a direct link that takes you immediately to the contents description and chapter overview on we.learn.

*Prerequisite for unlimited access is a valid we.learn account.

Achieve solutions

Six Sigma/Lean Certification: Champion Training

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Target group

Managers and employees responsible for improvement projects (project owners), as well as OPX experts & multipliers.

Program description

The training gives an introduction into Six Sigma approach. Also discussed will be effects and limits of Six Sigma projects, as well as the task and role of the Six Sigma Champion.

Content

- Six Sigma@thyssenkrupp
- Introduction Six Sigma – roles and tasks
- Overview DMAIC and DFSS (Design for Six Sigma)
- Simulation
- Project examples and organization of Six Sigma rollouts

Learning partner

UMS Consulting GmbH & Co. KG

Achieve solutions

Six Sigma/Lean Certification: Green Belt

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Target group

The training is designed for employees from all areas, spending a smaller part of their time on improvement projects and people mainly working on databased process analyses.

Program description

The training qualifies the participants to become a leader of Six Sigma/Lean improvement projects:

- Methods are especially appropriate for medium level projects in administration and production (focus on process improvement / Lean tools).
- Contains easy-to-use statistical tools to optimize processes.

After passing the exam at the end of the training and executing a successful Six Sigma/Lean improvement project including coaching (bookable separately), the participant becomes certified as thyssenkrupp Green Belt. Extension from Green to Black Belt level possible (further Delta training prerequisite).

Content

- Introduction Six Sigma@thyssenkrupp
- Methods of process improvements
- DMAIC approach
 - Define
Project management of Six Sigma projects
 - Measure
Identification of critical customer & business requirements
 - Analyze
Cause analysis and process mapping
 - Improve
Development of solutions
 - Control
Process control and monitoring

Learning partner

UMS Consulting GmbH & Co. KG

Achieve solutions

Six Sigma/Lean Certification: Delta (from Green Belt to Black Belt)



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Target group

The training addresses certified Green Belts who will spend a significant part of their working time with improvement projects and process analysis including complex data analysis.

Program description

The training qualifies the participants to become a leader of Six Sigma/Lean improvement projects:

- Methods are especially appropriate for analytically complex projects in administrative and production-related areas.
- Contains more complex statistical tools to optimize processes.

After passing the test at the end of the training and having completed a Six Sigma project including coaching (bookable separately) successfully, the participant will be certified as thyssenkrupp Black Belt.

Content

- Review Green Belt Training
- Introduction to “Minitab” software
- Training of „DMAIC“ roadmap
 - Define
Review Define; Kano model
 - Measure
Review Measure; measurement system analysis and process capability of continuous data
 - Analyze
Statistical tools for root cause analysis (hypothesis testing, ANOVA, regression analysis, design of experiments); value stream analysis
 - Improve
Review Improve; Generic pull system
 - Control
Process control with control charts
- Overview DfSS (Design for Six Sigma)

Learning partner

UMS Consulting GmbH & Co. KG

Achieve solutions

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Leading where Value is created with Shopfloor Management (LVSM)

Target group

Leaders & Operation Managers implementing the thyssenkrupp production system/OPX at their site, OPX multipliers/moderators.

Program description

The participants are empowered to provide sustainable support for the local implementation of OPX by management. This includes developing targets down to operational level and Shopfloor Management including regular meetings at the management board. They also learn coaching approaches and basics for working with employees in change processes.

Content

- Introduction to Shopfloor Management – tasks and principles
- Business plan deployment and development of targets at operational level/S2QDC board
- Basic terms in coaching and change management
- Transfer of content in own working environment
- Planning of concrete implementation steps

Learning partner

UMS Consulting GmbH & Co. KG

Moderation of Shopfloor Meetings



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venues in we.learn.



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Target group

Group and team leaders, leading regularly SFM meetings, OPX multipliers/moderators.

Program description

This program enables the participants to support the OPX implementation through effective SFM meetings. The participants learn how to lead these meetings successfully and how to implement the corresponding rules for communication and coaching. This ensures a better exchange of communication.

Content

- Introduction to Shopfloor Management – tasks and principles
- Moderation of Shopfloor Meetings
- Communication and coaching within the SFM meetings
- Practical exercises

Achieve solutions

See and eliminate Waste with Lean & 6S (L6S)

**Questions?**

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Target group

Employees rolling out "Operational Excellence" (OPX) in the organization in their position as multipliers.

Program description

The participants get to know the main Lean principles and will be able to moderate 6S Workshops and instruct employees in the implementation of 6S in the framework of the tk production system. They are also able to support the introduction and operational implementation of Shopfloor Management.

Content

- Lean basic principles with examples and exercises
- Conduct of a 6S practical workshop in the tk production environment
- Practical application of Shopfloor Management

Achieve solutions

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Increasing Process Performance with Value Stream Mapping & Design

Target group

Employees rolling out "Operational Excellence" (OPX) in the organization in their position as multipliers.

Program description

The participants are able to record production processes using Value Stream Mapping and to develop and implement a target status. Through support in the multi-week working phase, initial potential is already evident on completion of the training.

Content

- Value Stream Mapping & Value Stream Design
- Continuous Flow, synchronization
- Kanban loops
- Material supply via Milk Run
- KPIs such as OEE and EPEI
- Brief introduction to TPM – Total Productive Maintenance
- Leadership in the change process
- Alternation between theory, simulation exercises and practical phases in production

Achieve solutions

Less Set-up Time with SMED

**Questions?**

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You can find more information on content, dates, prices and venues in we.learn.



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Target group

Employees rolling out "Operational Excellence" (OPX) in the organization in their position as multipliers, as well as set-up staff & executives.

Program description

Participants are able to analyze set-up processes and optimize them by applying a structured approach. The potential for reducing set-up times is already evident in the first block. On completion of the multi-week working phase, the optimization phase is largely complete and the achieved successes are sustainably secured.

Content

- SMED (Single Minute Exchange of Die) method
- Approach for analyzing set-up processes
- 8 steps to reduce set-up times
- What are set-up standards and how are they created?
- Continuous alternation between theory, simulation exercises and practical phases in production

Achieve solutions

Increasing Value with efficient Maintenance

**Questions?**

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Target group

Employees rolling out "Operational Excellence" (OPX) in the organization in their position as multipliers, as well as maintenance staff & executives.

Program description

The Participants are able to analyze the status quo of their area, prioritize weaknesses and define structured next steps. They have an understanding of TPM elements, methods, tools, core processes and KPIs. They learn to conduct assessments of the TPM status quo. They have gained initial implementation experience through the practical task in the pilot area.

Content

- Objectives and five elements of TPM (Total Productive Maintenance)
- Core processes: Problem-solving, unplanned maintenance, resource management, personnel and plant components
- Implementation methods (organization, standards, spare parts)
- TPM KPIs, maintenance strategy
- Continuous alternation between theory and practical phases in production

Lean Awareness for Executives



Questions?

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Target group

Managers/executives from indirect areas who want to increase productivity & reduce waste, as well as Lean multipliers & moderators.

Program description

Management gets motivated to implement Lean Administration in their area. The Lean Admin principles & core methods are discussed. Awareness of the own tasks and how to support the employees within the Lean Admin introduction is created. Instruments to steer and control the progress are taught.

Content

- Introduction Lean Administration
- Creating Value and elimination of waste
- Methods to increase profitability & performance
- Role & tasks of the management within the Lean implementation process
- Project plan & set up of Lean Admin projects

Basics Lean Administration



Questions?

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Target group

Employees and managers interested to improve their working environment, to detect and eliminate waste and create customer oriented services.

Program description

The participants get to know the basics of Lean Administration. They learn to see and detect waste and they are able to carry out Point Kaizen projects in their own working environment.

Content

- Introduction Lean Administration
- Creating Value and elimination of waste
- Point – Flow Kaizen
- Lean Administration Toolbox
- Overview Value Stream Mapping
- Problem solving & standardisation

Achieve solutions

Value Stream Mapping & Design in Administration & Service

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Target group

Employees and executives working in indirect areas, as well as Lean multipliers & moderators.

Program description

The participants get familiar with the method of Value Stream Mapping and are able to record simple processes themselves. They identify waste systematically and know the criteria for excellent processes as well as how to develop and to implement the optimized process.

Content

- Introduction Value Stream Mapping
- Case Study Value Stream Mapping
- From the current to the future state
- How to implement the optimized Value Stream
- Continuous improvement processes

Achieve solutions

Problem Solving and Decision-Making

Agile. Creative. Systematically.

**Questions?**

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Target group

All employees who would like to apply practical problem-solving and decision-making methods and techniques in their area of working and responsibility.

Program description

You see a problem, however, you have no idea what the causes could be? You are even further away from recognizing a solution? You know something is going wrong, but you have no idea where to start to improve? Maybe a problem has been around for some time and you haven't gotten any closer to the solution despite all your well-intentioned attempts? Or do you have to make a difficult decision and you don't know which way to go with the variety of options?

The respective techniques and methods lend themselves to solve problems in everyday life and in working environment for both working in a team or alone. You experience and apply the most different problem-solving methods and techniques interactively and practically on own examples.

Content

- Describe and analyze the problem
- Generate solutions
- Evaluate and select solutions
- Problem solving frameworks

Learning partner

competence4partners GmbH

Achieve solutions

Leading Change in Projects/Teams

Applied Psychology in Change Management

**Questions?**

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Target group

All employees who are involved in change processes and who want to master them with proven tools (e.g. for storytelling) and knowledge from applied psychology (e.g. how different people react to changes). As well as employees who are also interested in how you can coach yourself and cope with intensive phases.

Program description

Do you know that about yourself? You are part of a change process that is necessary and already well planned – and yet the implementation does not work, and some team members are already in resistance. You are not alone, this is the case in 70% of all change processes! Whether it is the implementation of the New Year's resolutions or the digitalisation – change always means behavioral change and the "human factor" is not always sufficiently considered in its unpredictability.

Why is it like that? It is not the case that people don't want to change. However, it is difficult to change habits – and people often behave seemingly irrationally. Still, this irrationality has regularities and can, if you take a psychological view, be uncovered and thus almost be foreseen.

This program helps you to better understand the "human factor". As a result, you will understand yourself better and you will be able to identify and help to overcome resistance from others more easily. In addition, in this program we provide you with relevant tools. Some of them are classical tk tools, which you can use in both small and large change processes.

We are working on real cases! Ideally, you bring your own change project. This will give you an opportunity to develop concrete measures with these tools for your project. Throughout the program you will be supported by the other participants and our experienced learning partners. The feedback on the workshop so far shows that you also learn a lot for your personal change intentions.

Content

- Tips and tricks based on contemporary psychology for understanding people's behaviour and attitudes in change processes
- Strengthening one's ability to deal with resistance through mindfulness
- Interactive work on your own change project including communication tips ("storytelling")
- Systematic consideration of the necessary attitudinal and behavioral changes of the most important participants and stakeholders of the change project
- Various models for sustainable cultural change (i.a. "viral change") including the application of these models
- Insights from change projects of other large companies (e.g. on digitalisation)
- Developing measures for the direct implementation in your own change project

Learning partner

Return on Meaning

Let's be agile



Questions?

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Target group

All employees who want to expand their agile spectrum with Scrum and design thinking methods in order to lead internal as well as external projects to success with the principles of agility.

Program description

Everybody is talking about agile projects – but do we really understand the concept and mindset of agile projects and Scrum in particular? What does agility mean for companies?

In this program you will get to know agile principles, values as well as design thinking and Scrum methods – all this not only from a theoretical perspective but hands-on with practical exercises and case studies. Together with your team you will experience the highs and lows, the opportunities and risks of agile projects and possibly even finish with a successful project outcome.

Exciting, creative and future-oriented!

Content

- Introduction to agility
 - The roots of agile project management
 - Project management
 - Meaning of agility for today's business environment
 - Hands-on learning of agility – Velocity game
 - Discussion and reflection
- The agile umbrella – agile working methods and their distinction
- Design thinking as a method for finding ideas
 - Design thinking challenge
 - Presentation und reflection
 - Transfer to business
- Scrum as an approach for development projects
 - Exact process description
 - Role description and first discussion of roles (Scrum master, product owner and development team)
 - Discussion und reflection
- Scrum Challenge
 - Hands-on learning of Scrum
 - Rehearsal of roles
 - Presentation und reflection
 - Transfer to business

Learning partner

kunstentschlossen.

Achieve solutions

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Design Thinking

Genuine Agility through Customer-Centric Innovation and Creativity Processes

Target group

All employees who are interested in Design Thinking as a project, innovation, portfolio or development method and who would like to experience the process in an interactive and experimental way.

Program description

In a fast moving world, where circumstances and predictions are constantly changing, there is a need for methods which help dealing with uncertainty and complexity. One of the most successful approaches is Design Thinking. Design Thinking is an innovation method which puts the user back in the center of attention without losing sight of technical feasibility and economic profitability. The clear structure of the method allows the implementation of innovation in companies or organizations.

In this program, you will experience the Design Thinking method by being guided through the six-step process yourself. You will realize you can benefit from this agile method in many ways – whether in internal, external, large or small projects, initiatives and measures.

At the same time, you will develop an understanding of what kind of inner attitudes and organizational frameworks need to be created in order to use Design Thinking successfully.

Content

- Why Design Thinking? – Introduction to the backgrounds of the Design Thinking method
- Phases of the Design Thinking process:
 - Understand
 - Observe
 - Synthesis (POV)
 - Ideate
 - Building prototypes
 - Testing of prototypes
- The mindset behind Design Thinking
- How to integrate Design Thinking actively in your daily work and in your projects

Learning partner

STO Consulting GmbH & Co. KG

Achieve solutions

Project Management Fundamentals

How to manage projects professionally

Questions?

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For participation in this program you receive up to 21 PDUs (Technical Project Management).

The PM Campus offers customized programs for employees of the segment Plant Technology and the Business Unit Marine Systems.

Target group

All employees who plan, organize and carry out internal and external projects at thyssenkrupp and all those who play an important technical role in these projects.

Program description

Project work is more and more becoming part of our daily challenges at thyssenkrupp. Whether it is about large-scale external projects or small internal engagements – managing projects in a structured way is key to secure project objectives, to ensure timely execution and to use resources efficiently. In this program you will learn to apply project management methods and processes to projects according to the latest industry standards. The program covers the initialization, planning and execution phases of projects and also helps you to implement project standards in your own work environment. In order to increase the practical relevance and learning transfer, the group work is based on the participants' own projects.

Content

- Definition of basic terms: Project, Project and Change Management, Processes of the Project Management Institute (PMI) and the thyssenkrupp Project Management Framework
- Change Management awareness and Change Management toolkit
- Initiating a project: Project Definition, Project Charter and Stakeholder Management
- Understanding and planning the triple constraints: project scope, time and cost/resource management
- Methods of performance, schedule, resource and cost planning
- Setting up an efficient project organization and clarifying project roles
- Professional project communication, project meetings and workshops
- Project risk management and risk response planning

Learning partner

Centerline Management Consulting GmbH

We offer two different training formats:

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In our 3-day face-to-face program, you will work out the methods of project management based on a concrete project. In working groups, you will apply the contents you have learned directly and practically. In discussions and reflection loops you will easily transfer the knowledge to your own projects.

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In our virtual format, you work through the contents of the program in three and a half hour live sessions in four days. After each live session you will work on a concrete task for yourself or in small virtual groups.

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The PM Campus program tailor-made for employees of the Plant Technology segment and the Marine Systems Business Unit can be found here.

Achieve solutions

Project Management Advanced

Designing project management processes



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Participants must be familiar with the content of the program "Project Management Fundamentals".

Previous participation in this program is not mandatory, but highly recommended when there are uncertainties with the methods and instruments of project management.

For participation in this program you will receive up to 17 PDUs (Technical Project Management).

Target group

The main target groups are Junior Project Managers that already have first experiences in leading projects. They should have either participated in our PM Fundamentals training or in a similar basic PM program.

Program description

This program provides you with a deeper understanding of project management processes, methods and tools depending on the complexity of your project.

Content

- Project management processes, initiating, controlling and close down
- Scope & change control & claims management
- Integrated project controlling with respect to triple constraints and project risks
- Progress reporting (tk KPI, examples of von tk ET and tk IS (PSR))
- Presenting the project status
- Managing of risks and conflicts
- Exchange of own lessons learned
- Change management controlling, monitoring of the team culture
- Buddy coaching and peer to peer review

Learning partner

Centerline Management Consulting GmbH

We offer two different training formats:



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In our 2.5-day face-to-face program, you will systematically work out the project management processes based on a concrete project. In working groups, you will apply the contents you have learned directly and practically. In discussions and reflection loops you will easily transfer the knowledge to your own projects. The exchange of experiences with the other participants helps you to understand how other project leaders solve similar challenges and avoid mistakes when setting up the project management processes.



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In our virtual format, you work through the contents of the program in three-hour live sessions over three days. Each day after the live session you will work on a concrete task for yourself or in small virtual groups. The results will be shared and reflected in a one-hour wrap-up at the end of each day.

Leading Project Teams

Leading interdisciplinary project teams

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- ① Participants must be familiar with the content of the program "Project Management Fundamentals".

Previous participation in this program is not mandatory, but highly recommended when there are uncertainties with the methods and instruments of project management.

For participation in this program you will receive up to 17 PDUs (Leadership).



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Target group

Junior Project Managers, Project Managers and Specialists from all functional areas that have either participated in our PM Fundamentals training or in a similar basic PM program and have to lead a project team.

Program description

In this program you will reflect your own leading behavior in project teams and have a better awareness of the impact of your own style leading and influencing on project team members. You will be able to differentiate the key management versus leadership roles of a Project Manager and will learn how to develop a culture based on trust and emotional intelligence.

Content

- Lateral leadership, change and motivation in projects
- Evaluating & self-assessment of leadership skills
- Analysis of project team (DISC®), Team Charter
- Team development models
- The Four Rooms of Change, Change House
- Feedback culture
- Situational leadership approaches in project teams
- Communication and moderation of project meetings
- Managing conflicts in project teams.
- Reflection of individual leadership situations in projects
- Buddy coaching and Peer to peer review

A part of the program takes place outside, please bring sturdy shoes and appropriate clothing.

Learning partner

Centerline Management Consulting GmbH

Achieve solutions

Beyond the Limits (BTL)

Making systematic decisions under high pressure

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Target group

The program is designed Project Manager managing A- or B-projects, Project Commercial Manager managing A- or B-projects, Construction, Commissioning, Contract Claim and Engineering Manager managing A-projects, Head of functional division / department and C-Level of BA, BU and OU

Program description

Project Managers and their core teams often work under extreme pressure. They have to collaborate in a highly dynamic environment, challenged by many unforeseen situations every day. In this trainings you will be put in such a challenging environment. You will be forced to act as a high responsive project team in order to take decisions systematically. A flight simulator creates the perfect environment for that purpose. A team of four has to master critical situations using successful methods of the airline industry, such as the FORDEC-model. Video analysis supports you in reflecting on your experiences.

In this training you will learn how to make reasonable decisions under stress, how to optimize team collaboration in highly dynamic environment and how to accept and live the role as a leader – Pilot in Command.

Content

- Day 1 – Onboarding
 - Get to know the flight simulator
 - Execute first test flights
 - Plan flight routes for Day 2
- Day 2 – Flights
 - Safety moment and briefing
 - Briefing of crew
 - Conduct three flight scenarios
 - Debriefing sessions
- Day 3 – Transfer
 - Video debriefing
 - Reflection
 - Transfer to daily business

Virtual follow-up – Transfer

Achieve solutions

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Product (Lifecycle) Management Fundamentals (PLM)

Learn how to become more effective and efficiency in Product Management and the PLM process

Target group

All employees working within the tk PLM process

Program description

Participants will be guided through the major aspects of successful product management based on the tk PLM Process. Starting with the enablers of innovation management participants will work through market research models, mega trends and segmentation techniques to arrive at a market specific vision for individual products. Participants will then be guided through the concept and competitor assessments, product definition to arrive at a value proposition. Finally the training looks at product launch, financials and metrics all the way to the retirement of a product.

Participants learn about important key success factors of product management and how to become more effective and efficiency in product management and the PLM process.

This is a fast paced virtual and interactive workshop format with hands-on sessions, which guide you through the phases of the product lifecycle. With the use of examples of your own product portfolio, you will improve your skills and become an excellent product manager.

The training is online across 5 modules in one week. You'll just need a laptop with a microphone or a headset, a browser, and an internet connection. Each module we'll be covering a specific topic, during that time you'll get the opportunity to share ideas with the rest of the group using our interactive polls and breakout rooms. Each module is split into sessions, making the learning bite size. Module 1 contains just 1 session of 1 hour and a half but all other modules 2 through to 5 contain two sessions. There is a break of 30 minutes in between sessions. The aim is for you to attend all sessions for maximum benefit and enjoyment.

Content

Module 1: Introduction (1.5hrs)

The habits of product managers, and the introduction to the product management framework and tk PLM process.

Module 2: Discover (3.5hrs)

What the market needs are today and tomorrow.

Module 3: Define (3.5hrs)

Form the business case and build plan.

Module 4: Deliver (3.5hrs)

Launch successfully across the business and to the market.

Module 5: Drive (3.5hrs)

Continuously manage measure and optimise for product success.

PM Campus for Plant Technology

For thyssenkrupp Plant Technology, the PM Campus of the tk Academy offers exclusive and customized training programs. In addition to the training programs listed below, the PM Campus also offers customized workshops, PM coaching and consulting. Employees of thyssenkrupp Marine Systems can also participate in these programs.

Please contact us if you have any questions:



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Program offer

- Preventing and Managing Crisis (PMC) 
- PM Fundamentals (PMF) 
- PM Methodologies and Processes (MAP)
- Leadership for Project Managers (LPM)
- Specialist Course (SPC)
- Advanced Negotiation in tkIS Projects (ANP) 
- Project Stakeholder Management in tkIS Projects 
- Project Cash Flow Management in tkIS Projects 
- PM Coaching Shots

Lead people

Leading beyond Authority

Shaping collaboration, driving topics and projects



Questions?

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Target group

All employees who drive topics or projects as part of their daily work. Employees without formal authority who are faced with the challenge of convincing and motivating their colleagues and who desire to promote constructive teamwork. This includes, for example, project managers, product owners, technical/functional managers, team leaders, Tribe Leads or even employees of self-organizing teams.

Program description

The program addresses the challenges teams are facing today: How can you cope with the complexity of today's work environment, your role and your task? How can you convince your team members and colleagues to engage with your topics and contribute to your project? How can you achieve clarity regarding team goals and desired results and take everyone with you? How can you shape an appreciative and constructive team culture? We will get to the bottom of these and other questions in this 2-day program. We will discuss approaches that will make you rethink existing structures and try out new ones if necessary. We touch on classic leadership topics such as motivation and persuasiveness and give tips on how to create team culture and cooperation. In addition, agility and dealing with virtuality will also be part of the program.

Participation requires the willingness to prepare intensively for the program. For this purpose, you will conduct a structured self-assessment before the face-to-face workshop and ideally have a conversation with your supervisor. After the attendance of the face-to-face workshop two shorter virtual sessions are offered, in which additional contents are presented and the learned is repeated and deepened. The subsequent transfer phase serves to consolidate what has been learned.

Content

- Challenges of my role and the present time
- Possibilities of influencing without formal authority
- Convincing and motivating colleagues and team members
- Promoting cooperation and collaboration
- Dealing with saboteurs and different interests and goals
- How to handle conflict situations
- Structures and processes for shaping team culture
- The way to a good failure and feedback culture
- Tips and tricks for virtual collaboration

Learning partner

Profil M GmbH & Co. KG

Lead people

Discovering Leadership Essentials

**Questions?**

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Target group

The program is for managers who are new in a leadership position or facing their first leadership tasks. Furthermore, it addresses leaders who would like to reflect on their first managerial experience and wish to acquire a structured initial qualification.

Program description

The program provides you with an overview of fundamental leadership topics. You will be introduced to the most important management tools for leadership at thyssenkrupp. Together with the other participants, you will prepare yourself for the requirements that a leadership role places on your character, your values and your behavior. Additionally, you will practice proven ways to meet these challenges competently and confidently.

Participation requires a willingness to intensively prepare for the program. For this prior to the face-to-face program you will conduct a structured self-assessment and have a discussion with your supervisor. After attending the program, you are responsible for organizing your own transfer phase to test and consolidate what you have learned.

Content

- What does leadership mean at and for thyssenkrupp?
- Reflecting on your own understanding of leadership and the changes that a leadership role brings
- Providing team orientation and ensuring motivation
- Promoting cooperation
- Tools and methods of employee communication:
leading with goals, feedback, delegation
- Developing employees, fostering competence growth

Learning partner

Profil M GmbH & Co. KG

Lead people

Forming Leadership Mindset

Reflecting on leadership behavior and developing leadership personality



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Target group

The program primarily focuses on managers who already have leadership experience (approx. two to five years) and want to develop further in their existing role or prepare for a higher level leadership role.

Program description

The program offers you a platform for intensive self-reflection with regard to challenges that determine the typical daily routine as a manager. Together with other participants you will learn how you can create a performance-enhancing work environment for your team. You will reflect on your personal leadership values, your approach and your style in conflict situations in detail and will certainly gain some additional insights regarding the best mindset to deal with conflicts even more successfully. More than ever before, being a leader at thyssenkrupp means leading in times of constant change. Therefore, on the one hand, in this program we take a look at how change from the outside is implemented in a team. On the other hand, we will discuss smaller ideas and suggestions that you want to implement in your area of responsibility on your own initiative as the responsible manager.

With this program we offer a blended-learning format with preparatory and follow-up offers for reflection and development, which ensures an intensive and practical learning experience. You will prepare for the seminar with various offerings. In the follow-up phase your learning transfer will be supported by a number of tools.

Content

- Consciously performing the role of leader
- Reflection of individual leadership mindset within thyssenkrupp's values frame
- Promoting and developing performance and the willingness to perform
- Interpreting and dealing with conflicts in a team
- Reflecting on and expanding conflict management skills
- Leading in times of constant change
- Mindfulness as leadership responsibility

Learning partner

Profil M GmbH & Co. KG
Awaris GmbH

Lead people

Optimizing Leadership Impact

Future-proofing your own area of responsibility



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Participants need to be familiar
with basic tools in people
leadership and have fundamental
economic knowledge.

In case of uncertainties in one of
these fields, we highly recommend
previous participation in the
leadership program Discovering
Leadership Essentials or rather
in the Finance Bootcamp.



Click here!
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Target group

All managers with several years of managerial experience (at least two years) who have already received a systematic introduction to relevant people leadership topics and would now like to strengthen their business leadership skills in order to future-proof their own area of responsibility.

Program description

The program focuses on strengthening your skills in entrepreneurship, strategy and decision-making. You will expand your ability to take business ideas and translate them into actionable, sustainable and innovative outcomes. This increases the performance and value contribution of your own area of responsibility. You will learn how to drive business in an innovative way, using available resources and in alignment with the corporate vision.

Participation in this program requires a willingness to engage intensively with the topics over a longer period. Throughout the program, you will have the opportunity to apply what you have learned to your own area of responsibility in order to check the perceptions and reactions of others and receive feedback and implementation aids. In addition to the face-to-face seminar, you can expect virtual elements, self-analysis phases as well as exchange and exercises with other participants in self-organized small groups to ensure a deep, structured and practical learning experience.

Content

- The agile leadership mindset – always seek to be better than yesterday
- Inspire others to take action and continually adapt to changing needs
- Entrepreneurial thinking – identifying opportunities to improve performance
- Understand the thyssenkrupp strategy and break it down into objectives within your own area of responsibility
- The influence of market megatrends
- Making deliberate decisions and taking appropriate risks

Learning partner

IPM Consulting GmbH - SyNet Group

Digital Learning Services





Digital Learning Services

Digital Service Portfolio

Receive support for your digital projects



Questions?

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Please visit

www.thyssenkrupp-academy.com
to get more information.

Target Group

The offer is aimed at all units, segments and regions of the thyssenkrupp Group.

What will you discover?

With the basic package for the field of digital learning, we offer you access to a wide range of services: access our tool evaluation, exchange ideas in the community or benefit from our trend scouting, partner and template management. Based on this package, you can also choose between three different additional packages that allow you to use additional services based on a man-day quota. Of course, we also support you in the individual service areas independently of the mentioned packages, please feel free to contact us.

Which services are covered?

- Consulting: We advise you holistically in order to change your (blended) learning activities in the short, medium or long term.
- Learning Design: Together we design a convincing concept for your blended/ digital learning program and help you to digitalize your offerings.
- Content Development: We develop your e-learning module or (training) video and provide these to your target group.
- Training & Enablement: In our programs we enable you to use digital learning tools & methods and to produce individual contents.
- Virtual Collaboration: We support you by introducing a virtual collaboration culture and enable you to provide engaging virtual classroom sessions.
- Tools & Platforms: We help you to choose and implement the right digital learning tool or platform for collaboration, authoring or delivery of your digital learning content.

Digital Learning Services

Digital Learning Library

Discover interactive and engaging learning nuggets



Questions?

learning@thyssenkrupp.com

Please visit we.net to get more information.

Target group


The offer is aimed to all employees of the thyssenkrupp Group who have been activated for this service through their unit.

What will you discover?

The Digital Learning Library provides all un-locked employees access to a huge amount of digital learning resources in the field of General Skills, Leadership and Management. Various learning formats like e-learnings, videos and pdf documents in up to 17 languages allow individual learning experiences. You will receive exclusive and free access via we.learn – our group-wide learning platform. With the library, thyssenkrupp offers digital learning content in addition to the already existing learning topics, provided by the Business Areas and thyssenkrupp Academy.

Which topics are covered?

- Change Management
- Customer Centricity
- Communication
- Finance
- Human Resources
- Innovation & Creativity
- Leadership
- Project Management
- Sales and Marketing
- Strategy
- and more!

A group of people are shown in a bright, outdoor setting. In the foreground, two individuals are shaking hands, with one wearing a grey sweater and the other in a white tank top. The background is blurred, showing other people and a bright, sunny atmosphere. The text is overlaid on the left side of the image in white font on blue rectangular backgrounds.

Cooperation with external training providers



Cooperation

Cooperation with external training providers

If you do not find what you need in the Academy program, you also have the opportunity to choose offers from our selected partners.

We have secured group-wide framework agreements with external training providers that guarantee special conditions. The program registration is made individually directly with the provider.



Die Akademie für Führungskräfte, as one of the largest and most prestigious management institutes in German-speaking regions, accompanies managers along their professional and personal development path.

Find out more about the offers from Die Akademie für Führungskräfte:
www.die-akademie.de

Die Akademie für Führungskräfte offers thyssenkrupp employees a discount of **15%** on the regular seminar fees.

Please enter the code **thyssenkrupp** when registering.



The extensive range of seminars offered by Haufe Akademie cover the many continuing education needs of professionals and managers.

Specialist knowledge, soft skills and modern management techniques are taught in various learning formats.

All qualification programs offered by Haufe Akademie are tailored to the actual requirements of practice.

Find out more about the offers from the Haufe Akademie:
www.haufe-akademie.de

The Haufe Akademie offers thyssenkrupp employees a discount of **18%** on the regular seminar fees.

Please enter the following thyssenkrupp cooperation-partner number during registration: **125336**

Cooperation

Cooperation with external training providers



The Institut für Management-Entwicklung is one of the major continuing education academies in Germany. The extensive range of seminars at IME provides continuing education in leadership and management topics, communication, personal development and sales topics.

Find out more about the offers from the IME:
www.ime-seminare.de.

The Institut für Management-Entwicklung offers thyssenkrupp employees a discount of **30%** on the regular seminar fees.

Please enter the following thyssenkrupp discount code during registration: **TK30**.



PC-COLLEGE offers a wide range of training opportunities with more than 500 seminars in the IT sector. Learn to use your computer software efficiently and save time. Optimize your IT know-how for business success!

Find out more about the PC-COLLEGE course offers here: www.pc-college.de

PC-COLLEGE offers thyssenkrupp employees a discount of **6%** on open courses for MS Office applications, e.g., Excel and PowerPoint. The discount does not apply to individual training courses.

To take advantage of these favorable conditions, send your application by email only to vanessa.rozboril@pc-college.de.

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