

thyssenkrupp Academy

# Program catalog

2021–2022



thyssenkrupp

We inspire people, to develop the courage, the skills  
and the mindset to break new grounds.



thyssenkrupp Academy – Your Partner for  
**Learning and Transformation**

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# thyssenkrupp Academy – Your success story

For the past 15 years, you have been trusting thyssenkrupp Academy as your partner for learning and transformation. We are immensely grateful for your continuous feedback on how our programs support you in achieving your personal and organizational goals!

To make you even more successful is what has been driving us every day for the last 15 years. With our programs, we aim to create sustainable business success and to be at your side when facing current challenges. Our formula of success: Learner-oriented. Emotional. Active. Relevant. Sustainable. Our programs are close to your business, your customers and always on the pulse of time. We do not simply scratch on the surface, we dive deep into the complex mechanisms of behavioral- and organizational change.

In doing so, you are the most important part of us. You participate in our programs and fill them with life – with your experiences, examples and your expertise. As part of a living corporate and learning culture. Every single one of you contributes to the success of our group of companies by participating in our programs: Through new knowledge and impulses that support your personal growth and that is transferred to different departments, through knowledge sharing with other colleagues, through the network that is being established and strengthened attending our programs and offerings.

You also trust in us when it comes to specific challenges involving entire teams and units. Together, we create customized solutions, develop new ideas and approaches and we accompany your transformation.

Thus, for the first time, we now offer two versions of our comprehensive Academy catalog: This version aims at individuals and is customized for personal development in a wide range of areas. Another version aims at teams and organizations and offers development opportunities for entire groups and units.

We would like to use this opportunity to thank you for your long-standing trust. thyssenkrupp Academy is your personal success story!

We are looking forward to continuing being your partner. We are looking forward to accompanying you, your businesses and all employees of our thyssenkrupp group into the future – with full confidence, engagement and passion!



Dr. Janin Schwartau

Head of  
thyssenkrupp Academy

# Our offer to you!

## Learning Landscapes

Our learning landscapes provide you orientation on current topics within our program landscape. The respective composition of our offerings may include face-to-face trainings, e-learning, virtual trainings as well as impulse sessions. The individual elements are always bookable independently and further information on the respective offerings can be found on the program sites in this catalog as well as on we.learn. With our learning landscapes, we aim to give you a simple overview about our offerings which might help you facing the current challenges of our group of companies.

## Leadership Curriculum A/L1-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 thyssenkrupp Leadership Competencies. To this end, the thyssenkrupp Academy works with recognized external experts such as scientists, consultants, coaches and facilitators to impart state-of-the-art know-how and applicable insights. For best value, our programs are hands-on and designed for great personal learning experiences, practical outcomes and to foster a strong leadership network within thyssenkrupp. 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 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. Our portfolios regarding different topics such as Agile & New Work, personal effectiveness, collaboration and communication will help you to give you an overview. No matter which offering you are going to choose – you will certainly receive knowledge with a direct added value for your job at thyssenkrupp.

We are happy to tailor some of our programs to your specific needs and run them inhouse or at a location near your company. We would be happy to discuss options with you and prepare an individual offer for your location.

## Project Management Curriculum for Plant Technology and Marine Systems

The Project Management Campus for Plant Technology and Marine Systems offers learning programs and networking opportunities for project managers and all related project roles and functions. The Project Management Curriculum supports the personal development of project management skills and competencies. In addition, our project management experts support entire organizations in their transformation to a higher maturity level in project management. The Project Management Campus offers its support both in classroom and in a variety of virtual formats.

## 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 3,500 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

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 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 diverse range of inspiring and interactive virtual formats supported you during the peak of the pandemic to better cope with your daily challenges and should continue to be an integral part of our range of services.

Nevertheless, we hope very much that we will be able to welcome you back to face-to-face offerings which you can book with confidence! The wellbeing, health and safety of you, our team members and learning partners are our top priorities. To ensure this, we have introduced processes, plans and concepts that guarantee that you can feel safe with us and that you will find yourself in a familiar atmosphere as usual. Our comprehensive hygiene and distance concept, depending on the current situation of the pandemic, is coordinated with the operational crisis organization (BKO) of thyssenkrupp AG.

# Learning Landscapes



# Customer Centricity & Business Growth



## SPARK THE FIRE

Building the Customer Centric Organization



Transforming Your Business Model



Experiencing Digital Manufacturing



## DIG DEEP

Customer Experience

Workshop  
+Labs



Driving Performance through Customer Value

on demand  
(for teams)



Organization Design

Workshop  
+Labs



Digital Innovation

Workshop  
+Labs



## EXPAND YOUR HORIZON

Learning Expedition „Digital Discovery“:

Technology

Innovation

Business Models

Customer Centricity



CUSTOMER CENTRICITY  
BUSINESS GROWTH



E-Learning



Virtual Session



On-site Learning



Blended Learning, incl. on-site learning

# Lean & Agile



## GETTING STARTED

Introducing Agility

For free



Introducing Scrum

For free



Let's be agile



Thinking outside the box –  
what the hell is agile?



Lean Administration I:  
Working efficiently and reducing  
waste with Lean Office



## AGILE LEADERSHIP

Leading beyond Authority



Optimizing Leadership Impact



Leading in increasing complexity

in  
development



Lean Administration  
Impulse Dialog for leaders

on  
demand



## DEEP DIVES

Design Thinking



Agile4Belts



Lean Administration II:  
Increase of productivity  
with Value Stream Mapping



E-Learning



Virtual Session



On-site Learning



Blended Learning, incl. on-site learning

# Leading & working in a hybrid World



## HYBRID LEADING

Leading in a Hybrid World

NEW



exCHANGE Camps

NEW



Deep Dives “hybrid leading”  
and “hybrid working”

in  
development



Remote Leadership  
Impulse Session



## VIRTUAL COLLABORATION

Fostering Virtual Collaboration



MS Teams – make virtual  
meetings effective



Creating Empathy & Connection  
in a Virtual Environment



## RESILIENCE

Sustaining Peak Performance



Virtual Resilience Journey



Maintaining Performance through  
Strategic Recovery



Brain-based  
Leadership Principles



E-Learning



Virtual Session



On-site Learning



Blended Learning, incl. on-site learning

# Leadership Curriculum A/L1-L3



A/L1-L3

# Leadership Curriculum A/L1-L3



Burcin Ugurlu



	A/L1	L2	L3
Business Excellence	Building the Customer Centric Organization		NEW
	Transforming your Business Model		NEW
	Experiencing Digital Manufacturing		NEW
	Driving Performance through Customer Value		
	Sustaining Peak Performance		Re-Design
	Lean Administration (Virtual Impulse Dialog)		
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	Re-Design
	Building Coaching Capability		
	Maintaining performance through strategic recovery (Virtual Impulse Session)		
	Creating empathy & connection in a virtual environment (Virtual Impulse Session)		
	Fostering virtual collaboration (Virtual Impulse Session)		
Strategic Orientation	Putting Strategy into Action		
	Digital Discovery Sessions – Learning Expedition (Q2/2022)		NEW
	Leading in Increasing Complexity (Q1/2022)		NEW
Thrive on Change	Leading Business Change	Leading Business Change	
		Mastering your Transition Successfully	

# Updates and new Developments

## Building the Customer Centric Organization

A novelty this year is this digital impulse session which will be an unique opportunity to explore and rethink opportunities and approaches to further align and focus your organizational activities on delivering more value-add for your customers. You will receive impulses to create impact and to accelerate your customer-orientation on a business, organizational and technological level.

As next step, you can choose various themes for more in-depth sessions, to dig deeper into the topics to help you to become more customer centric.

You can do this either with your peer leaders or with your team and only a few other teams from businesses with similar challenges. Organized in various workshops and labs, topics and challenges covered will be:

- Digital innovation (How to manage innovation for customer centric outcomes?)
- Customer Experience Management (How to develop customer centric operations & processes?)
- Organization Design (How to design & structure your organization for customer centricity?)

## Experiencing Digital Manufacturing

In this program you will experience the potential of a “smart factory-setting” by applying various digital factory technologies live in action. You will discuss and establish a common understanding of the topic of digitalization in production and manufacturing as well as how to utilize its potential. An interactive mix of live streaming from a real smart factory, digital production exercises and various expert inputs will help you to drive the topic and shape your role in your organization.

## Transforming your Business Model

In an exciting setting of a virtual learning expedition the program will showcase the opportunities and success factors of true business model innovations. You will gain inspiring insights from subject matter experts, real-life company examples and will benefit from new “food for thought” for your own business context.

## Sustaining Peak Performance

This innovative multi-modular program is based on the latest insights from neuroscience and resilience. It is meant to effectively and sustainably transform your behavior towards sustainable peak performance. You will understand how the brain and body works and will learn what it takes to reach and sustain peak performance in day-to-day working life.

## Reflecting my Leadership Personality

Leading others to achieve peak performance can require determination and inspirational leadership as well as introspection and a high degree self-awareness. This program is designed to support you in this process – to challenge, to strengthen, and to inspire you with feedback from diverse perspectives.

## Maintaining Performance through strategic recovery

The virtual impulse session provides support for leaders on how to apply strategies for recovery and keeping up a high energy level. This session will comprise deep-dives into newest insights from (neuro-) science (e.g. deep-sleep densification), approaches to boost your ability to manage stress and lead a more healthy and balanced life.

## Creating empathy & connection in a virtual environment

Objectives of this 2 h-virtual impulse session are understanding and practicing how to reach out virtually and engage your teams to generate trust and motivation. The associated opportunities and challenges are being discussed and tested in practice.

## Fostering virtual collaboration

In this two-hour virtual impulse session, we experience the state-of-the-art possibilities of virtual collaboration. Using specific business-related examples, discuss and show the necessary requirements for successful virtual collaboration. It will provide answers to questions about which mindset, which skills and which tools are required for increasingly virtual collaboration in organizations.

## Digital Discovery Session

Designed in a very interactive, hands-on and fun way this learning expedition 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.

## Leading in Increasing Complexity

Organizational 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.

# Driving Performance through Customer Value

## 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

This interactive and highly practical program has one paramount aim: to enable you to foster a culture of top performance in your area of responsibility. As a result of this program you will have unearthed the truly essential needs of those stakeholders that are core to your work. Together with your team you will use these needs to flesh out your core value proposition and practice how you can empower your team to create performance improvements autonomously and continuously.

## 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

 6 Days (various modules)

 On-site Learning



Content  
Burcin  
Ugurlu



Organization  
Eva  
Münster



For dates, venues,  
prices and registration  
[click here.](#)

# Sustaining Peak Performance

## Who should attend

Top Executives, Executives & Senior Managers (A/L1/ L2/ L3) who want to learn how to reach and sustain peak performance also during challenging times.

## What you learn

Peak performance does not happen by accident. Instead we can actively shape / engineer the conditions for it – based on latest neuro-scientific findings. So applying those strategies for recovery, resilience, energy, inner clarity and strengths enable peak performance not only short but also long-term. This innovative program is based on the latest insights from neuroscience, resilience and high performance. You will understand how the brain works and will learn what it takes to reach and sustain peak performance in day-to-day working life.

## How you learn

The multi-modular program is meant to effectively and sustainably transform your behavior towards sustainable peak performance. It therefore:

- stretches over a period of several months with 3 modules and regular check-ins.
- uses a blended learning approach with in person training (modules 1 and 3), virtual trainings (module 2 and check-ins) and an app for individual daily short training.
- focusses on the direct experience of the effect of everything you learn during the trainings, e.g. sport activities, healthy nutrition, mindfulness.
- includes the latest findings on sustainable habit change.

## Your benefits

- Reach your peak performance level
- Create and sustain an energy level for long-term peak performance
- Establish and maintain momentum for a sustainable habit changes
- Organize your working life in a more brain-friendly way
- Lead a more healthy and balanced life
- Taking individual preferences and needs into account

 6 Days (various modules)

 Blended Learning, incl. on-site learning



Content  
David  
Maus



Organization  
Eva  
Münster



For dates, venues, prices and registration click here.

# Lean Administration Impulse Dialog

## Who should attend

All managers who want to increase productivity and reduce waste in administrative areas.

## What you learn

With lean processes, companies can act faster, more flexibly and more efficiently. Lean administration is not just about efficiently organizing office work. It is about a management principle that follows the logic of the company, questions existing structures and optimizes company processes.

Concrete examples are used to explain how lean management is gradually being successfully established in the administrative area and how it contributes to the performance of the company.

## How you learn

Through the joint dialogue, you as managers receive impulses for your role and responsibility in order to successfully implement lean administration.

## Your benefits

- You will get to know lean management as a management tool.
- You will get to know the basic principles of lean management and will be made aware of added value and waste in your work environment.
- You will receive impulses for your role as a manager in the introduction and implementation of lean administration in your area of responsibility

 2 Hours

 Virtual Session



Content  
Sebastian  
Scheibner



Organization  
Eva  
Münster



For dates, venues,  
prices and registration  
[click here.](#)

# Discovering Inspirational Leadership A/L1

## Who should attend

Top Executives (A) and Senior Executives (L1) 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

 4 Days, plus Coaching Sessions

 On-site Learning



Content  
Burcin  
Ugurlu



Organization  
Eva  
Münster



For dates, venues, prices and registration click here.

# Discovering Inspirational Leadership L2/L3

## 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

 4 Days

 On-site Learning



Content  
Burcin  
Ugurlu



Organization  
Eva  
Münster



For dates, venues, prices and registration click here.

# Performing in a public Environment A/L1

## Who should attend

Top Executives who want to master an array of different public speaking situations, including townhalls, conferences, panels, interviews and presentations of all sorts.

## 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 in a way that supports your personality.

## How you learn

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

This program consists of 2 Modules.


Module 1 (on-site format) will focus on acquiring the range of communication skills. Topics covered will be corporate messaging and communication platforms, your “on-stage-performance” and fundamentals of personal story telling and corporate narratives.

The motto of Module 2 (virtual format) is “personalize and practice”. Topics covered will be your personal drivers and using them to create your personal brand and leadership style on every virtual stage.

## Your benefits

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

 3 Days (various modules)

 Blended Learning, incl. on-site learning



Content  
Janin  
Schwartau



Organization  
Eva  
Münster



For dates, venues, prices and registration click here.

# Shaping Leadership Communication L2/L3

## 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

 3 Days

 Virtual Session



Content  
David  
Maus



Organization  
Eva  
Münster



For dates, venues,  
prices and registration  
click here.

# Leading Through Coaching A/L1

## Who should attend

Top Executives (A) and Senior Executives (L1) 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

 2.5 Days

 On-site Learning



Content  
David  
Maus



Organization  
Eva  
Münster



For dates, venues, prices and registration click here.

# Leading Through Coaching L2/L3

## Who should attend

Executive & Senior Managers (L2/L3) 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

 3 Days

 Virtual Session



Content  
David  
Maus



Organization  
Eva  
Münster



For dates, venues, prices and registration click here.

# Building Coaching Capability

## Who should attend

The program is designed for business leaders, as well as professionals from the HR and Change communities to help business leaders 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

## Certification

The program is basis for the ICF certification. You will have all necessary training hours, but you'll need to do coaching and a few individual requirements as well before applying for the certification as next step individually.

 9 Days (various modules)

 Blended Learning, incl. on-site learning



Content  
David  
Maus



Organization  
Eva  
Münster



For dates, venues,  
prices and registration  
click here.

# Putting Strategy into Action

## 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

 2 Days

 On-site Learning



Burcin Ugurlu



For dates, venues, prices and registration click here.

# Digital Discovery Sessions

## – Learning Expedition

### Who should attend

Executive and Senior Managers who want to push forward their digital skills.

### What you learn

This 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 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

This program is a collective learning experience that provide 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 right mindset to succeed in a digital age
- Engage with and learn from bold entrepreneur & industry players with challenges similar to thyssenkrupp

 3.5 Days

 On-site Learning



Burcin Ugurlu



For dates, venues, prices and registration click here.

# Leading Business Change A/L1

## Who should attend

Top Executives (A) and Senior Executives (L1) 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. In this program you will share a common view with other executives on what it takes to drive sustainable change in organizations.

Furthermore you will learn to truly lead change, to use the power of trust as well as role modeling and get to know eight simple steps towards making change happen. You will get a practical toolbox to apply to your individual business and functional change challenges, design a roadmap for navigating your change challenges and find out how to empower and engage your people during the journey.

This program provides you additionally with the opportunity to get to know your fellow A/L1s better and experience how to leverage the potential of this group.

## How you learn

This program is a 3-day class-room training. 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

 2.5 – 3 Days

 On-site Learning

or

 4 x 4 Hours

 Virtual Session



Content  
David  
Maus



Organization  
Eva  
Münster



For dates, venues, prices and registration click here.

# Leading Business Change L2/L3

## Who should attend

Executive Managers (L2) and Senior Managers (L3) who want to be change leaders and who can lead their organizations through transformation & change successfully.

## 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 day class-room training or a fully virtual program with 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

 2.5 – 3 Days

 On-site Learning

or

 4 x 4 Hours

 Virtual Session



Content  
David  
Maus



Organization  
Eva  
Münster



For dates, venues, prices and registration click here.

# Mastering your Transition Successfully

## Who should attend

The “Managing Your Transition Successfully Program” has been a part of the Academy offering for more than 10 years now in various evolving “incarnations”. It has developed in the last 4 years into a highly interactive, participant-tailored, training / coaching hybrid that has supported many tk managers in their transitions into new management positions

## What you learn

This online 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

The program will consist of 5 online sessions spread over 6 weeks with individual tasks in between the sessions. Each online session (of 90-120 min) will include break-out sessions in the form of Sparring Conversations and or Peer Consulting. You will work closely with the trainer and your peers to scope out the challenges of your new position and develop strategies and action plans to overcome them.

## 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

 5 x 2 Hours

 Virtual Session



Content  
David  
Maus



Organization  
Eva  
Münster



For dates, venues,  
prices and registration  
click here.

# Leadership Curriculum below L3



LEADERSHIP < L3

# Discovering Leadership Essentials

## Who should attend

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

## What you learn

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. You will understand your role as a leader and the expectations towards them at thyssenkrupp. You will be able to selectively apply different options for action as a leader and to master typical leadership situations successfully. Furthermore, you will learn how to lead teams in a systematic way and how to establish smooth collaboration in the team.

## How you learn

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 apply and consolidate what you have learned.

## Your benefits

In future, you will

- understand what leadership means at and for thyssenkrupp
- reflect on your own understanding of leadership and actively create the changes that a leadership role brings
- provide orientation and ensure motivation within your team
- promote cooperation
- apply helpful tools and methods of employee communication: leading with goals, feedback, delegation
- develop your employees and foster competence growth

 3 Days

 On-site Learning



Content  
Torsten  
Fröhle



Organization  
Olivia  
Eberwein



For dates, venues,  
prices and registration  
click here.

# Forming Leadership Mindset

## Reflecting on leadership behavior and developing leadership personality

### Who should attend

All managers who already have leadership experience and want to develop further in their existing role or prepare for a higher level leadership position.

### What you learn

The program offers you a platform for intensive self-reflection with regard to challenges that determine the typical daily routine as a manager at thyssenkrupp. Together with other participants you will learn how to 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 and you 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 additionally 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 how to implement ideas and suggestions in your area of responsibility on your own initiative as the responsible manager.

### How you learn

After an intensive self-directed preparation phase, you will discover together with the other participants in the practical workshop how to form high-performance teams and shape a value-based performance culture. Many practical exercises, valuable inputs, self-reflection as well as exchange of experiences and discussion within the group ensure a practical and sustainable learning experience.

### Your benefits

In future, you will

- consciously perform the leadership role
- reflect on your individual leadership mindset within thyssenkrupp's values frame
- promote and develop performance and the willingness to perform
- interpret and deal with conflicts in your team
- know and expand your own conflict management skills
- lead your team target-oriented through change processes
- be focused and present by the means of mindfulness

 3 Days, plus 1 x 1.5 Hours

 Blended Learning, incl. on-site learning



Content  
Torsten  
Fröhle



Organization  
Olivia  
Eberwein



For dates, venues,  
prices and registration  
click here.

# Optimizing Leadership Impact

## Future-proofing your own area of responsibility

### Who should attend

All leaders with several years of managerial experience 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.

### What you learn

The program focuses on strengthening your skills in strategy, entrepreneurship and decision-making. Additionally, you will discuss and reflect on agile leadership. You will learn techniques for effective decision making and apply them in concrete examples. Thus, you will expand your ability to take 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.

### How you learn

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 receive direct feedback and further implementation aids. In addition to the face-to-face workshop, 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. The following program structure with five fixed elements awaits you, for which you will receive separate calendar entries when booking the program: a virtual kick-off (90 minutes), a three-day face-to-face workshop and three virtual check-ins (60 minutes each).

### Your benefits

In future, you will

- always seek to be better than yesterday – the agile leadership mindset
- inspire others to take action and continually adapt to changing needs
- think in an entrepreneurial way and identify opportunities to improve performance
- understand the thyssenkrupp strategy and break it down into objectives within your own area of responsibility
- recognize and utilize the influence of market megatrends
- make deliberate decisions and take appropriate risks

 3 Days, plus 4 x 1.5 Hours

 Blended Learning, incl. on-site learning



Content  
Torsten  
Fröhle



Organization  
Olivia  
Eberwein



For dates, venues, prices and registration click here.

# Leading in a hybrid World

## Who should attend

This format is aimed at all leaders who like to receive impulses for “leading and working in a hybrid world” and want to reflect on their personal and organizational readiness.

## What you learn

This session will cover the necessary leadership mindset as well as various practical methods, approaches and tools to tackle uncertainty in this period. The session will provide a map for leaders to navigate to the best possible solution for their teams and business in their holistic environment.

## How you learn

You will receive impulses and will get time to reflect and exchange your challenges, issues and approaches with other leaders.

## Your benefits

- As a manager, it is clear to you why the subject of „hybrid working“ is important.
- You have an idea of what a target picture looks like and how you can use it as a navigator for a learning process for yourself and your team.
- You have an overview of what to do and how to set the right priorities.
- You know how to work on the prioritized topics with your team and how you can deal with difficult issues along the way.

 3 Hours

 Virtual Session



Content  
Sebastian  
Scheibner



Organization  
Eva  
Münster



For dates, venues,  
prices and registration  
click here.

# Beyond the Limits

## Who should attend

All managers with several years of management experience, division and department managers, Project Manager, Project Commercial Manager, Construction, Commissioning, Contract Claim, Engineering Manager – each with A- and B-project experience.

## What you learn

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. You will experiment and learn how to work and make decisions as a high performing team under highest pressure.

## How you learn

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.

## Your benefits

- Making reasonable decisions under stress
- Optimizing team collaboration in highly dynamic environment
- Accepting and living my role as a leader – Pilot in Command

 3 Days

 On-site Learning



Content  
Michael  
Manß



Organization  
Nicola  
Sondermann



For dates, venues, prices and registration click here.

# Curriculum for all Employees



ALL EMPLOYEES

# Let's be agile

## Understand and apply agile working

### Who should attend

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.

### What you learn

Everybody is talking about agility. However, do we really understand the concept and mindset of agile projects? 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. You will learn to prepare for a fast changing world and to optimize your creativity through agile tools.

### How you learn

Exciting, creative and future-oriented! As part of a team, you will experience the highs and lows, the opportunities and risks of agile projects in an interactive and practice-oriented way. You will receive valuable inputs and learn the basics of agility in a fun way. You will deal with the roots of agile project management and agile working methods as well as with the roles in a Scrum project. You will be able to classify the importance of agility for today's business environment.

### Your benefits

In future, you will

- understand and apply agile working methods
- use design thinking as a tool for creativity and for generating new ideas
- internalize the basics of Scrum in theory and practice

 2 Days

 On-site Learning



Content  
Torsten  
Fröhle



Organization  
Olivia  
Eberwein



For dates, venues,  
prices and registration  
click here.

# Design Thinking

## Genuine Agility through Customer-Centric Innovation and Creativity Processes

### Who should attend

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.

### What you learn

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 processes in companies or organizations. This program offers you a structured introduction to the basics and background of the method. You will learn about the phases of the Design Thinking process and experience the benefits for agile projects as well as for innovation and creativity processes. You will acquire the necessary methods and tools to integrate Design Thinking into your area of responsibility within thyssenkrupp and to apply it to various challenges and situations.

### How you learn

In this program, you will experience the Design Thinking method in a practice-oriented and interactive way by being guided through the six-step process yourself. From understanding the problem to creating a first prototype, you will go through all phases of the process while working on a concrete project. You will realize that you can benefit in many ways from this agile method – whether in internal or external, large or small projects, initiatives and measures. At the same time, you will develop an understanding of which inner attitude and which organizational framework conditions need to be created in order to successfully implement Design Thinking in your area of responsibility.

### Your benefits

In future, you will

- understand and apply Design Thinking
- set up and steer the Design Thinking process
- have internalized the inner attitude behind Design Thinking
- integrate Design Thinking actively in your daily work and in your projects

 2 Days

 On-site Learning



Content  
Torsten  
Fröhlke



Organization  
Olivia  
Eberwein




For dates, venues, prices and registration click here.

# E-Learnings

for  
free

## Introducing Agility

You want to get an overview on agility? Meet your virtual thyssenkrupp colleagues Kelly and Tom in this e-learning to get to know about the meaning of agility, learn agility values as well as principles and put them into the context of project management and the three common agile methods.

 approx. 45 Minutes

## Introducing SCRUM

Let's SCRUM! Meet your virtual thyssenkrupp colleagues Paula, Stefanie and Steve and see them working on a project using scrum as methodology. After completing this e-learning, you will have a basic understanding of the SCRUM framework and have gained first experiences on how to apply SCRUM.

 approx. 45 Minutes



Click here to get  
to the e-learnings.

# Leading Change in Projects/Teams

## Applied Psychology in Change Management

### Who should attend

All employees who are involved in change processes and who actively want to drive and support those while staying relaxed even in intensive phases.

### What you learn

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 digitalization – change always means behavioral change and the “human factor” is not always sufficiently considered in its unpredictability. During this program, you will receive a practical toolbox to steer change processes in a pragmatic way. You will develop a better understanding of how to fulfil your role in-between top management and the broader organization. Starting already during the program, you will develop concrete change measures for your own team or business change challenges. You will define the “why” of your own change challenge more clearly and understand how you can shape the change in a positive way.

### How you learn

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, we provide you with relevant methods and tools that have already proven themselves many times over in thyssenkrupp practice and that you can use in both small and large change processes. We will work on real cases – ideally, you bring your own change project. This gives you the opportunity to directly apply the contents taught and to develop concrete measures for yourself.

### Your benefits

In future, you will

- understand and positively influence the behavior and attitudes of people in change processes
- deal confidently with resistance through mindfulness
- consider and analyze the necessary attitudinal and behavioral changes of the most important stakeholders systematically
- know and apply various models for sustainable cultural change (i.a. “viral change”)
- utilize insights from change projects of other large companies

 2 Days

 On-site Learning



Content  
Torsten  
Fröhle



Organization  
Olivia  
Eberwein



For dates, venues,  
prices and registration  
click here.

# Leading beyond Authority

## Shaping collaboration, driving topics and projects

### Who should attend

All employees who drive topics or projects as part of their daily work without formal authority and who are faced with the challenge of convincing and motivating their colleagues and who desire to promote constructive teamwork.

### What you learn

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 program. You will reflect on the challenges of leadership without authority and be able to face them. You will understand your influence on trustful and goal-oriented cooperation and how to establish an appreciative and constructive team culture. You will discover important leadership tools and the basics of agile collaboration and be able to establish the team structure appropriate for the respective project goal.

### How you learn


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 (agile) cooperation.


The program includes an intensive self-directed preparation phase, the face-to-face workshop, and a transfer phase including a virtual learning unit.

### Your benefits

In future, you will

- be prepared for the challenges of your role and the present time
- know possibilities of influencing without formal authority
- convince and motivate colleagues and team members
- actively promote cooperation and collaboration
- deal with saboteurs as well as different interests and goals in a solution-oriented way
- handle conflict situations constructively
- actively shape team culture
- establish a good failure and feedback culture

 2 Days, plus 1.5 Hours

 Blended Learning, incl. on-site learning



Content  
Torsten  
Fröhle



Organization  
Olivia  
Eberwein



For dates, venues,  
prices and registration  
click here.

# What kind of guy is that?!


## Understanding personality profiles for a better communication

### Who should attend

All employees who want to understand their own and other personality profiles in order to shape collaboration in a personality-oriented way, and thus, to increase performance in teams.

### What you learn

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.

 This program is a new edition of the program  
“Successful work in Teams”.

### How you learn

Core of this program is the 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. During the program, you will receive your personal evaluation and explore an overview of all personality profiles in practice-oriented exercises and group works. On this basis, you will discover a comprehensive toolbox to be able to have a motivating effect on your work environment, and thus, improve collaboration and team results.

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.

### Your benefits

In future, you will

- recognize and understand your own and other personality profiles
- assess your counterparts and communicate in a personality-oriented way
- constructively be responsive to the needs of others when working with them
- actively shape collaboration
- increase team performance

 2.5 Days

 On-site Learning



Content  
Tanja  
van Hulst



Organization  
Olivia  
Eberwein



For dates, venues,  
prices and registration  
click here.

# Facilitation of Workshops and Meetings

## Results-oriented and focused meetings are no coincidence!

### Who should attend

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.

### What you learn

Professional moderation helps in meetings and workshops, despite the different expectations of the participants, not to lose the red thread and to move forward together. The commitment of the participants grows when goals are clearly defined and results can be recorded and reviewed. In this program, you will learn techniques and methods to gain even more confidence in your moderation role. With the learned facilitation techniques, you will be able to lead information, planning, or decision-making processes in groups. Your goal-oriented facilitation will produce sustainable results and the participants will work effectively. You create an open communication atmosphere, ensure understanding among the participants and contribute to the clarification of conflicts.

### How you learn

Through the input of our experienced trainer, many practical exercises and intensive feedback from your colleagues you will have the opportunity to identify your personal strengths and potential for improvement.

### Your benefits

In future, you will

- perform the role of facilitator with confidence and self-assurance
- appear confident
- apply various moderation techniques and methods
- identify goals and give structure to the meeting
- make use of creativity techniques
- be able to handle different moderation materials
- know possibilities of visualization
- set up rules of conversation and apply rhetorical tricks
- control group dynamic processes
- deal with conflict situations in a solution-focused way

 2.5 Days

 On-site Learning



Content  
Tanja  
van Hulst



Organization  
Olivia  
Eberwein



For dates, venues,  
prices and registration  
click here.

# MS Teams – Make virtual meetings effective

## Who should attend

All employees working with MS Teams.

## What you learn

In this virtual program you will get security in the use of MS Teams and improve your facilitator skills. You learn how to use MS Teams functions such as chat, web-cam and breakout rooms in a new way that makes MS Teams meetings much more effective. You get concrete ideas how to increase participants' attention by using different interactive elements. You get tips and tricks how to efficiently structure and organize your MS Teams meetings.

## How you learn

You will learn in a small group of maximum 8 participants in a virtual classroom in MS Teams. The training session lasts 4 hours. We will use practical exercises, breakout sessions, lectures and Q&A.

## Your benefits

In future, you will

- know how to use the MS Teams basics functions successfully
- know how to optimally prepare, conduct and follow-up MS Teams meetings
- know how to keep 100% control in a meeting only using your laptop
- know how to moderate successfully

You will receive more than 50 ready-to-use ppt-templates for your meetings as well as the script of the program.

 4 Hours

 Virtual Session



Content  
Nicola  
Sonderrmann



Organization  
Eva  
Münster



For dates, venues,  
prices and registration  
click here.



Content  
Tanja  
van Hulst



Organization  
Olivia  
Eberwein



For dates, venues,  
prices and registration  
click here.

# Conflicts! Let's tackle it!

## Identifying causes and solving conflicts in a constructive way

### Who should attend

All employees who wish to solve their conflicts actively and constructively and who want to resolve and avoid stressful situations.

### What you learn

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 be aware of your own conflict style and you can identify the style of your conflict partners. You can involve your conflict partners in conflict management processes and use suitable methods to conduct conflict discussions in an appreciative and solution-oriented manner and to moderate them in a de-escalating manner.

### How you learn

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.

### 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 program. You will further get the chance to send in an own conflict example, that can be worked on within the program.

### Your benefits

In future, you will

- detect and categorize conflicts
- de-escalate conflicts
- be aware of your own conflict style and identify the style of others
- understand psychological causes, dynamics and patterns
- consciously perceive and shape your own role in the conflict
- prevent conflicts by the use of constructive feedback
- apply appropriate conflict solving methods and communication techniques



3 Days



On-site Learning

# Successful intercultural collaboration

## Who should attend

All employees who work with people from other cultural backgrounds and want to understand the different behavioral patterns and communication styles, as well as overcome any disruptions in cooperation triggered by them.

## What you learn

Intercultural cooperation became more and more important. Projects are realized in global and 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 for this is the difference in certain cultural values. This effects behavioral patterns and the way of communication and working. It becomes visible in different priorities, different ideas of accountability, different time management and much more. Thus, the impact of culture on the success of projects and cooperation is tremendously strong.

In this program, you will be sensitized to challenges in intercultural collaboration and develop strategies to use them profitably. You will discover your own cultural preferences, distinguish them from your personal values and learn about the consequences of cultural differences on intercultural cooperation. You will also explore and train culturally appropriate communication styles.

## How you learn

You will strengthen your intercultural competence and learn how to profit from cultural differences. Furthermore, you will develop concrete skills for goal-oriented intercultural work.

For the duration of 12 month you will be granted access to a supporting e-learning platform to deepen the content. In addition, you will receive an online access to the Intercultural Preference Tool (IPT) before the program will take place. This questionnaire assesses your cultural preferences in the working context using different cultural dimensions. You will obtain your personal profile of intercultural preferences along with a description of the results and recommendations regarding ways of action during the program.

## Your benefits

In future, you will

- see your own cultural preferences in comparison to other relevant countries
- more consciously perceive and avoid unconscious prejudices and stereotypes
- actively build trust in intercultural teams
- own a specific toolbox for intercultural situations



1.5 Days, plus E-Learning



Blended Learning, incl. on-site learning



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# E-Learnings

for  
free

## Feedback as a chance

In order for a feedback discussion to achieve the desired success on both sides, instinct is not enough. Learn practical tools and strategies to give and receive effective and targeted feedback.

At the end of the e-learning course, you will understand the effect of feedback, know the methods of active listening, the effect of questions and know why messages often do not reach your counterpart in the way they are intended.

 approx. 50 Minutes

## Yellow Pages MS Teams

Making the most of Microsoft Teams in the home office: The Yellow Pages provide you with useful tips!


Microsoft Teams provides efficient solutions for successful virtual collaboration. But do you already know all its useful functions? Do you have an idea on how to use Teams to improve your work processes and self-organization? And if not, do you know where to look for? This short e-learning provides an overview of various basic and advanced functions, tips and tricks for useful applications as well as ideas for successful virtual meetings. Above all, it offers you an overview of all sources available to answer specific questions. Curious?

 approx. 20 Minutes

## Yellow Pages Cisco WebEx

Suggestions for an efficient and smooth use of Cisco WebEx

Do you have days when WebEx just doesn't do what you want it to do? Then you should take a look at the e-learning for Cisco WebEx. It offers on the one hand introductions to the individual areas of WebEx and on the other hand assistance for a smooth use. Most features are explained very clearly with videos whereby you can click along in parallel. The e-learning is free and always available.

 approx. 20 Minutes



Click here to get  
to the e-learnings.

# Powerful words!

## Confident and convincing in personal communication

### Who should attend

All employees who would like to optimize their rhetorical competence in an intensive and practical way.

### What you learn

You will learn the basics of persuasion, appreciation and receiver-oriented language in personal communication. You will work on techniques for leading discussions and you will explore how to remain authoritative and calm, even in difficult situations. You can distinguish different types of communication-preferences and know how to address them in an appropriate way. You will recognize the impact of your own behavior on others and strengthen your persuasive power.

### How you learn

Practical, intensive, lively. In this program, you will learn conversation techniques, which enable you to remain confident and calm even in difficult conversation situations. In many practical exercises and role-plays, you will learn how to prepare for challenging conversations optimally and receive detailed, honest and constructive feedback to improve your approach. By comparing your self-image with how others perceive you, you will get to know your own effect in a conversation and know how you can positively influence your personal appearance.

### Your benefits

In future, you will

- interpret body language signals correctly and use own body language authentically
- use a powerful language
- speak a receiver-oriented language
- create an appreciative communication using I-messages
- reflect your own communication style and optimize it
- conduct difficult conversations in a constructive way
- use questioning techniques to steer a conversation
- convey negative messages in a clever way
- be able to say no
- understand, why we find some people difficult
- identify behavioral preferences and their impact on your individual communication style

 2.5 Days

 On-site Learning



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# To the point: Argue strongly, convince better!

## Pyramidal Structuring

### Who should attend

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

### What you learn

You apply structuring skills and pyramidal communication in order to better communicate your concerns in meetings and presentations “to the point”. In this so-called pyramidal communication, the core message is at the beginning of your verbal or written communication, to be subsequently explained in a logical manner with the “best” numbers, data and facts – ideal for your internal decision templates or external customer presentations.

### How you learn


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. During the program, you will work together on pyramid-structured presentations. You are welcome to bring in your own topics and implement them.

### Your benefits

In future, you will

- start with the essentials using the pyramidal structure and systematically go into the details
- communicate in a structured way by getting to the point and communicating results professionally
- use a red thread to concretize or justify statements
- pursue your own goals and consider the needs of the recipient
- formulate presentation slides concisely and visualize them clearly

 2 Days

 On-site Learning  
or

 4 x 4 Hours

 Virtual Session



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# Product (Lifecycle) Management Fundamentals

## Who should attend

All employees working with the thyssenkrupp PLM Process.

## What you learn

You will be guided through the major aspects of successful product management based on the thyssenkrupp PLM Process. Starting with the enablers of innovation management you will work through market research models, mega trends and segmentation techniques to arrive at a market specific vision for individual products. You 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.


## How you learn

This is a fast paced 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.

## Your benefits

- Learning about important key success factors of product management
- Learning how to become more efficient and efficiency in product management and the PLM Process

 3 Days

 On-site Learning  
or

 5 x 1.5–3.5 Hours

 Virtual Session



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Fröhlke



Organization  
Olivia  
Eberwein



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prices and registration  
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# Microsoft Office E-Learnings

## Learning in everyday life for everyday life



### Who should attend

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.

### What you learn

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.

### How you learn

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.

### E-Learning Access

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.

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.

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



E-Learning



Olivia Eberwein



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# Negotiation Skills Basics

## Who should attend

All employees with little or no negotiation experience who need to develop fundamental negotiation skills as well as self-confidence to achieve set targets und fruitful outcomes.

## What you learn

Every day, we conduct countless negotiations, consciously or unconsciously, both in private and in 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 will acquire basic negotiation skills that will enable you to professionally prepare and effectively conduct negotiations in your daily business. You will get an aggregated overview of the most important basics of a negotiation and gain insights into different techniques that can be applied in different negotiation situations.


## How you learn

You will learn important tools and techniques through input from our experienced trainer and practice applying them correctly in many interactive exercises and case studies. You will have the opportunity to train in negotiation situations and thus increase your mental, social and communication skills for challenging negotiations.

## Your benefits

In future, you will

- prepare negotiations comprehensively and be clear about your goals
- know the Harvard Negotiation Concept and other negotiation strategies
- know and work through the four phases of a negotiation
- apply communication principles
- know the art of asking specific questions
- perceive and observe in a targeted manner
- understand and use non-verbal communication
- be able to follow up negotiations

 2.5 Days

 On-site Learning



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# Negotiation Skills Advanced

## Who should attend

All employees with advanced negotiation experience who want to expand and deepen their negotiation skills and gain confidence in dealing with difficult negotiation situations and conditions.

## What you learn

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 to be competent in negotiation psychology, to have an instinct for complex interrelationships and a confident, convincing performance.

In this program 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 Covid-19 pandemic: How can I build up empathy with my negotiation partner despite distance, how do I deal with stress caused by the new digital medias and what are the Do's & Don'ts of digital negotiations?

## How you learn

Through input from our experienced trainer, practical exercises, open discussions and exchange of experiences with your colleagues, you will deepen your negotiation skills and gain more confidence in dealing with difficult negotiation situations. You will receive individual feedback and can apply the insights gained to your negotiations.

## Your benefits

In future, you will

- know how to deal with resistance and blockages
- know what to do in difficult negotiation situations
- deal confidently with tactics when applied by your negotiation partner
- know the chances and risks of a team negotiation
- recognize and avoid typical and unfortunately often expensive negotiation mistakes
- know how to negotiate on an intercultural level and what influence culture and society have on the negotiation style
- use collegial advice as a possible tool for conflict resolution
- appear convincing and empathic in the virtual negotiation world

 2.5 Days

 On-site Learning



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# Six Sigma/Lean Certification: Champion Training

## Who should attend

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

## What you learn

- Get to know Six Sigma@thyssenkrupp
- Introduction to Six Sigma – roles and tasks
- Get an overview of DMAIC and DFSS (Design for Six Sigma)
- Be part of a simulation
- Be introduced to project examples and organization of Six Sigma rollouts

## How you learn

One-day training as virtual format in a small group with up to 10 colleagues.

## Your benefits

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

 1 Day

 Virtual Session



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Müller



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# Six Sigma/Lean Certification: Yellow Belt

## Who should attend

Employees who want to get to know a structured approach to problem solving that can be used in both production and administration as well as employees who, in their position as multipliers, roll out the topic of “Operational Excellence (OPX)” in the organization.

## What you learn

- Introduction to Lean / Six Sigma
- Problem-solving process
- Basics of moderation and motivation techniques
- Tools and methods of the DMAIC cycle:
- Define – Measure – Analyze – Improve – Control
- Joint project processing and Kaizen performance

## How you learn

Two-day training as virtual format in a small group with up to 10 colleagues.

## Your benefits

You will get to know the basic procedure in Lean & Six Sigma projects and get an overview of moderation techniques to support structured teamwork. After completing the training, you will be able to independently conduct simple improvement Kaizens/workshops in production and administration.

 2 Days

 Virtual Session



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# Six Sigma/Lean Certification: Green Belt

## Who should attend

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.

## What you learn

- 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

## How you learn

Virtual and interactive training format for a small group with up to 10 colleagues.

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

## Your benefits

The training qualifies the participants to become a leader of Six Sigma/Lean improvement projects. The methods are especially appropriate for medium level projects in administration and production (focus on process improvement / Lean tools). You receive easy-to-use statistical tools to optimize processes.

 9.25 Days

 Virtual Session



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

## Who should attend

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.

## What you learn

- 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)

## How you learn

Virtual training format for a small group with up to 10 colleagues.

After passing the final exam at the end of the training and having completed a Six Sigma project including coaching successfully, the participant will be certified as Six Sigma Black Belt (TÜV Certification).

## Your benefits

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.

 11.25 Days

 Virtual Session



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# Agile4Belts

## Who should attend

The program is designed for all employees holding a Lean / Six Sigma Certification (Green Belt, Black Belt, Master Black Belt).

## What you learn

- Introduction to agility – what it is and why it is relevant
- Recap DMAIC cycle
- Implementation of agile principles in the DMAIC cycle
- General Express simulation – Let's get agile
- How to integrate agile in the individual phases – ideas and tools
- How agile elements can be used across phases
- Helpful (digital) tools
- Final quiz

## How you learn

In this virtual 3-day-program you will have the chance to work in a small group of like-minded participants with similar background and to exchange with experienced Six Sigma and agile consultants. You will learn about agile practices and tools, make the transfer to the DMAIC cycle and will apply what you have learned using the General Express simulation.

## Your benefits

- The program prepares you to have a say when agile project approaches are discussed.
- You can draw synergies from the use of Agile and Lean/ Six Sigma and take advantage of them.
- You will be ready to acquire and apply knowledge through a mixture of theory and practice and to engage in adding agile principles to the Lean / Six Sigma toolset.
- The program will offer you a practical addition of agile elements to your existing knowledge and assists you in the agreement of Lean / Six Sigma and Agile within your projects.
- You will receive concrete ideas on how agile thinking and the DMAIC approach can form a beneficial whole and you will get to know tools that combine the benefits of Agile and Lean / Six Sigma.
- Another benefit of the program is the extensive exchange with experienced Six Sigma and agile consultants as well as learning from and with like-minded participants.

 3 Days

 Virtual Session



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# Lean Administration I:

## Increase value

### Who should attend

All employees and executives working in indirect areas who want to increase productivity and reduce waste in administrative areas. The course is aimed at participants without Lean knowledge.

### What you learn

You are made aware of added value and waste in your working environment and get to know methods to improve your daily working tasks and to relieve from unnecessary activities. You are able to carry out point Kaizen projects – e.g. 6S – and will have an overview on the Lean Management principles.

### How you learn

The training will be carried out as a digital „Live Online training“ with two speakers and limited number of participants. In addition to presentations, interactive exercises, group works, case studies and videos are used. The learning result of the live online training is comparable to a face-to-face training.

### Your benefits

- You build knowledge to optimize your administration and increase the productivity.
- Practical transfer and exercises complement the lean methods – after the training you can start directly with the first improvements!
- You learn independently from any location, with very experienced trainers and have the opportunity to exchange ideas with colleagues from other tk sites.

 1 Day

 Virtual Session



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# Lean Administration II:

## Efficient processes with value stream mapping

### Who should attend

All employees and executives working in indirect areas as well as future Lean multipliers & moderators. Basic Lean knowledge is recommended.

### What you learn

You are made familiar with the method of value stream mapping and are able to record simple processes yourself. You identify waste systematically and know the criteria for excellent processes and know how to develop and to implement the optimized process.

### How you learn

The training will be carried out as a digital „Live Online training“ with two speakers and limited number of participants. Part of the training is the interactive mapping of a current value stream (case study). The learning result of the live online training is comparable to a face-to-face training.

### Your benefits

- You learn how to optimize your administration with “Value Stream Mapping”
- You map yourself a Value Stream in a practical example and get to know the principles of process excellence.
- You learn independently from any location, with very experienced trainers and have the opportunity to exchange ideas with colleagues from other thyssenkrupp sites.

 6 Hours

 Virtual Session



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# Problem Solving and Decision-Making

## Agile. Creative. Systematically.

### Who should attend

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

### What you learn

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 clue 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? In this program, you will acquire effective and state-of-the-art tools and methods that you can transfer to your own area of responsibility. With these techniques, you can explore and analyze complex issues and problems from various perspectives. You will learn how to generate and evaluate creative solution approaches in order to finally make an informed decision as to which solution path should be pursued further.

### How you learn

You will experience a wide variety of problem-solving techniques in an interactive and practical way and apply them directly to your own examples. All techniques and methods presented in the program are suitable for solving problems in everyday life as well as in the work environment, for working in a team or alone.

### Your benefits

In future, you will

- know and apply problem-solving and decision-making tools
- describe and analyze problems professionally
- generate, evaluate and select solutions
- make sound and clear decisions even in complex issues

 2 Days

 On-site Learning



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# Convincing with Personality

## Self-assured. Confident. Quick-witted.

### Who should attend

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.

### What you learn

Inner strength and a good way of dealing with yourself are the basis for your charismatic personality. In this program, you will learn what stands behind strong personalities and how others perceive you. You will learn to assess yourself better. You will gain strength and clarity, and train techniques to be convincing even in tricky situations.

### How you learn

This program provides you with various impulses for strong, authentic behavior and for a good way of dealing with 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 explore how to remain calm in difficult situations and to respond cleverly and quick-wittedly.

### Your benefits

In future, you will

- know what makes people strong
- feel more inner strength and self-confidence
- use your individual values as a clear compass
- maintain a good relationship with yourself through conscious self-leadership
- say no in a clear but friendly way
- know the success factors of good charisma
- deal with accusations and attacks in a confident and quick-witted manner
- increase your ability to accept criticism in a laid-back way

 2.5 Days

 On-site Learning



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# Presence at all levels

## Purposeful use of body language and voice

### Who should attend

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

### What you learn

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

### How you learn

In this program, 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 balanced presence. With 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 liability, 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 awake much potential to strengthen body and voice.

### Your benefits

In future, you will

- enhance your physical presence
- use gestures and facial expressions in a targeted manner
- control your breathing and appear calm and relaxed
- adjust the way you speak to your speaking intent
- express your own personality stronger than before

 2 Days

 On-site Learning

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



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# Successful Self-Organization and Effective Time Management

## Who should attend

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

## What you learn

Do you feel like you're running out of time? One deadline follows the other and you lack time for free space and concentrated work? In this program, you will learn to optimize your personal work style using appropriate methods and to master multiple and also global challenges in a more stress-free and goal-focused manner through prioritization. You will manage your time more confidently and improve your work performance!

## How you learn

You will receive a state-of-the-art toolbox for modern time management and effective and efficient self-organization. By reviewing your own time habits, you will recognize how you can optimize your professional and private self-management. Through self-analysis, group work and trainer input, you will learn how to deal with multiple demands and different tasks in a more stress-free manner and how to prioritize in a goal-oriented manner.

This program is preceded by a self-assessment that gives you an overview of your personal time management and life balance. This allows you to identify your personal learning goals and work on them in a targeted manner during the program.

## Your benefits

In future, you will

- know what the topics of self-organization and managing time mean and know the importance of planning
- use tools and work techniques for effective self-organization
- know the principles of a modern and lean workplace organization
- be able to adjust your workdays to your personal performance and disruption curve
- prioritize tasks and incorporate them into your planning accordingly
- recognize and reduce disruptive factors
- be able to say no



2 Days



Blended Learning, incl. on-site learning

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



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# Presenting with Charisma and Effect

## Convincing. Authentic. Confident.

### Who should attend

All employees who need methods and techniques for a structured and convincing physical or virtual presentation and want to reflect on their own presentation behavior to develop their individual strengths to inspire with natural presence and charisma.

### What you learn

In order to give a professional presentation successfully, certain ideas, products, concepts and results need to be articulated in an effective and interesting manner. Issues that 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.

You discover the eight stages of a professional presentation and can derive the right steps of preparation for the respective situation. During the program, you will get a substantial toolbox to independently draft and structure presentations.

Through detailed feedback on your own face-to-face as well as virtual presentations and appearance, you receive concrete recommendations for action and develop a self-confident appearance. Topics such as body language, dealing with interruptions, blackouts, etc. will be practiced and discussed in a practical manner using simulated presentation situations.

### How you learn

This intensive learning journey, consisting of four virtual elements and a two-day face-to-face 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.

### Your benefits

In future, you will

- apply a step-by-step approach to target-group specific presentations
- use your voice, gestures, facial expressions and posture for a confident appearance
- actively engage your audience
- generate interest and enthusiasm
- present methodologically diverse
- know the specifics of virtual presentations

 2 Days, plus 4 x 2 Hours

 Blended Learning, incl. on-site learning



Content  
Tanja  
van Hulst



Organization  
Olivia  
Eberwein



For dates, venues, prices and registration click here.

# Upgrade Your Energy!

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

## Who should attend

All employees who want to improve their own energy management in a strategic and thus sustainable way in order to optimize their own performance.

## What you learn

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. You are sensitized to the four components of Strategic Performance Recovery (switching off the head, sleep, nutrition and movement) and to your own energy management.

## How you learn

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. You will develop strategies for integrating the four facets of Strategic Performance Recovery into your everyday life. Thus, you will maintain and improve your energy level, performance and health in the long term.

## Your benefits

In future, you will

- know the science behind your individual energy management
- develop the right strategic recovery mindset
- implement strategies to activate your rest mode on demand
- create time for micro breaks in your daily business life
- upgrade your sleep – without sleeping more
- apply deep sleep densification to get more deep sleep
- foster your energy level, performance and health using the six Strategic Recovery Fuel Principles
- support your strategic recovery with easy Recovery Moves (even if you are not into sports)
- know how to measure your recovery status in daily life

 2 Days

 On-site Learning



Content  
Tanja  
van Hulst



Organization  
Olivia  
Eberwein



For dates, venues, prices and registration click here.

# Controlling chaos:

## Mastering complexity and staying focused at work

### Who should attend

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

### What you learn

Continuously interrupted! Always available through smartphones and networked computers, we experience how our attention is divided into slices. We are constantly sending and receiving email messages like human network routers, interspersed with frequent interruptions for brief distractions. On the other hand, if you work in a concentrated manner, you can use your time more optimally. This program offers you practical strategies to help you focus 100% of your attention on the most important task. You will learn how to sustainably increase your attention span and the speed of cognitive information processing. News from intelligence and brain research help to fully utilize valuable potential in order to produce high-quality results. Instead of just being busy, you are productive and achieve your goals with satisfaction.

### How you learn

Learning to concentrate means training to concentrate. Already in the program you will actively use exercises that increase your physical and mental performance. Because „disruptions“ are pure poison for your productivity, we analyze „old“ habits together, discover optimization potential and develop concrete implementation strategies so that you can better set yourself apart. Instead of multitasking, focus your attention on the most important task. Tried and tested tips for prioritizing your daily ToDo's enable you to navigate your day-to-day work effectively and at the same time more relaxed.

### Your benefits

In future, you will

- face chaos factors and concentration killers more calmly
- increase your concentration and focus your attention
- train your brain and your memory performance
- learn new capabilities more efficiently and joyfully
- know effective stress management techniques
- apply exercises for more energy, concentration, relaxation and regeneration

 2 Days

 On-site Learning



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Tanja  
van Hulst



Organization  
Olivia  
Eberwein



For dates, venues,  
prices and registration  
click here.

# WorkingMind – Mindfulness and Self-Leadership:

## More Focus and Clarity in Everyday Work Life

### Who should attend

All employees who would like to make their everyday work life less stressful through mindfulness-based methods and the anchoring of new habits, and who want to know how to strengthen or regain their inner balance in order to learn to better deal with challenges in their working lives.

### What you learn

In the experience of many people, the ongoing acceleration and densification of work processes lead to inner restlessness and the feeling of being overwhelmed. Many people report an increasingly stressful workday. In order to cope with the flood of tasks, focused attention and inner clarity are required. However, the daily work routine is characterized by countless interruptions which are reflected in a restless attention.

You will review your current behavioral patterns in challenging situations and learn how mindfulness can become a part of your daily routines. You will feel the benefits for everyday life – feeling more balanced, focused and joyful.

### How you learn

In this highly practical program, you will not only get input from our highly experienced trainers, but also experience first-hand in recurring sequences of mindfulness exercises and meditation sessions how body, mind and emotions are connected. Through mindfulness exercises, you will learn to cultivate calm and clarity despite the high workload, communication speed and frequent interruptions, and to regulate your own energy and vitality in order to maintain health and presence of mind.

### Your benefits

In future, you will

- use the neurophysiological insights gained for your everyday work
- control your attention and be more focused
- know what self-leadership means and how to apply it
- cultivate emotional awareness and resonance
- face the outside with a clear inner attitude
- communicate more mindfully
- use mindfulness-based methods and meditation

 2 Days

 On-site Learning



Content  
Tanja  
van Hulst



Organization  
Olivia  
Eberwein



For dates, venues,  
prices and registration  
click here.

# Virtual Resilience Journey

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

### Who should attend

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

### What you learn

Research shows that in times of change and uncertainty, high workloads, and multitasking, mindfulness enables us to better cope with challenging and uncertain situations. You will learn research-based mindfulness approaches and discover how mindfulness can support you in dealing with stressful situations. You will integrate helpful personal mindfulness practices into your daily life and gain stability, resilience and resistance through a better connection to your inner space.


### How you learn

In weekly 60-minutes live online sessions, you will understand, experience and exchange on how mindfulness can support you in your (working-)life. In order to integrate helpful routines into your everyday life and to be able to ensure a sustainable transfer beyond the virtual program, your learning journey will be accompanied by a tailor-made app. This app covers all the content from the live online sessions and offers numerous additional exercises. You will benefit optimally from this program if you schedule an additional five to ten minutes a day for practice. This will help you integrate a mindfulness-based routine into your life.

### Your benefits

In future, you will

- know, how and why to get in touch with your inner space
- take responsibility for your mental resources
- access challenging emotions as a resource
- create and protect your inner space
- reflect on what really to take forward

 4 x 1 Hour

 Virtual Session



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For dates, venues,  
prices and registration  
click here.

# Reinforcing Strengths I

## An interactive workshop for women

### Who should attend

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

### What you learn

You will get to know your individual strengths and learn about the direct correlation between strengths and weaknesses in your personality profile. You will identify your key talents and skills by comparing your self-image to how others perceive you, and thereby, really strengthen your competences. The principle of self-responsibility will show you how you can grow with 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”, and thus, be able to use your energy more efficiently in order to achieve your goals.

### How you learn

To clearly identify and develop your own strengths, a process of honest and personal self-reflection is required. Reflection means dialogue, and this dialogue requires a change from action to interaction, to rest and time to reflect.

To support this reflection, the program focuses on two types of methods: Exchange with one another and inner dialogue through creativity. The method of “creative journaling” combines developing ideas, lateral thinking, sketching, illustrating, creative writing, etc.

You gain a deep understanding of the connection between language, thinking, behavior and the so-called „mindset“. Based on this you analyze your own behavioral and speaking patterns. With this analysis at hand, you define what you want to change and develop strategies for the implementation of these changes.

### Your benefits

In future, you will

- be aware of your individual strength profile
- reflect on your own thoughts and behavior patterns in dealing with success and challenges
- replace your “typical feminine” communication habits under stress with alternative ways to solve the problems
- implement concrete steps for your professional talent development “on the job” and a self-directed career planning

 2.5 Days

 On-site Learning



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For dates, venues,  
prices and registration  
click here.

# Reinforcing Strengths II

## Follow-up Workshop to deepen the learnings

### Who should attend

All female employees who have already participated in the workshop „Reinforcing Strengths I“ and who wish to further unfold and develop their own potential and personality using the Creative Journaling method.

### What you learn

Building on the first workshop, we have prepared new questions and exercises for you. These range from dealing with doubts, stress and pressure to strengthening your resilience, taking clear decisions and the definition of long-term goals that are in line with your individual value frame. You will first work on most topics individually in your coaching-journal and then reflect on them in the group. There is a wide variety of methods: Creative Journaling techniques you are already familiar with will be expanded and supplemented with new materials and media. There will also be presentation training elements, group discussions, role-plays and peer-reflection opportunities. A particular focus will be the intentional, clear and precise use of words, phrases and speaking patterns. This will allow you to gain more clarity in regards of your personal targets you want to reach.


### How you learn

You will unfold and develop your own potential and personality even further by continuing to work with the Creative Journaling method and your own self-coaching book. You analyze your inner dialogue and your own patterns of thinking and behavior in even more detail than in the first workshop and, based on this, you will define concrete, individual development goals. In addition, a variety of books and self-coaching material will be presented for individual follow-up.

### Your benefits

In future, you will

- consciously perceive your own patterns of thinking and behavior and reflect on them
- draw on a healthy self-confidence even under pressure and in stressful situations
- deal constructively with doubt, uncertainty, external resistance and internal blockages
- have sustainable resilience techniques in your repertoire
- gain clarity to make thoughtful decisions, even in the face of complex issues
- further unfold your own potential

 2.5 Days

 On-site Learning



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Reinforcing Strength II is available as an e-learning too. Click here.

# Competent. Female. Presence.

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



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For dates, venues,  
prices and registration  
click here.

## Who should attend

All female employees who want to improve and strengthen their competent presence in various situations on every professional stage.

## What you learn

You know them as well: 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 is 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 the own values and goals and last but not least the practical tools for a confident appearance in a wide variety of situations.

## How you learn

In an all-female group, you will develop the basis for your confident female appearance. You will deal intensively with your own image and draw up a concrete plan on how you can develop this for yourself and authentically cultivate it on a daily basis. You will train the core principles of business appearance, whether for the short elevator pitch, for a one-on-one meeting, for the big departmental meeting, for coffee corner meet-ups or for business trips. The foundation for this is the individual tools of your personal communication, from voice and speech to language. In this program, you will practice intensively in a protected space, receive and give open and honest feedback and thus create outer clarity through inner clarity.

## Your benefits

In future, you will

- be your own brand ambassador and know who your most important “image influencers” are
- have a confident female presence in every situation
- skillfully use the tools of your personal communication without falling into female “traps”
- be able to communicate in front of groups in an authentically feminine and clear manner
- clearly pursue your own wishes and goals and gain strategic support (and supporters)



2.5 Days



On-site Learning

# Project Management Fundamentals

## How to manage projects professionally

### Who should attend

All employees who plan, organize and implement internal and external projects at thyssenkrupp, organize and execute projects, as well as all those who take on an important technical role in these projects.

### What you learn

Project work is increasingly becoming a daily task at thyssenkrupp. Whether it's external customer projects or internal changes – the structured handling of projects is a key success factor for achieving the project goals set, completing the project on time, and using resources efficiently. In this program, you will learn to apply project management methods and processes to projects according to the latest industry standards.

### How you learn

Based on your own projects, you will learn to apply project management methods and processes in a practical way through group work. The program covers the initialization and planning phase as well as the execution phase of projects and is also an aid to implementing project standards in your own working environment.


### Your benefits

In future, you will

- know the basic definitions of project and change management, the Project Management Institute (PMI) processes and the thyssenkrupp Project Management Framework
- apply a helpful change management toolkit
- capture a clear project definition and manage your stakeholder successfully
- know methods of performance, schedule, resource and cost planning
- set up an efficient project organization
- steer and support communication with project meetings and project workshops
- identify risks at an early stage through professional project risk management

 3 Days

 On-site Learning

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



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For dates, venues, prices and registration click here.

# Project Management Advanced

## Designing project management processes

### Who should attend

Project managers who have already attended our program Project Management Fundamentals or who acquired a corresponding basic project management knowledge.

### What you learn

In this program, you will receive in-depth qualification for the specific design of project management processes (project assignment, project start, project controlling and project completion). Depending on the complexity of your internal or external project you will learn to scale those accordingly. Furthermore, you will get to know the most important control methods along the magic triangle of a project and will be able to apply them to your own project. In addition, you will learn and practice how to prepare, structure, communicate and present the status of your project in a way that is appropriate for the target group.

### How you learn

Through this practice-oriented program, you will be accompanied by a case study that you will work on over the course of the days. This makes the imparted knowledge tangible and the direct own transfer of the methods and processes to the case study and/or to your own project consolidates and deepens the learned contents. The program format also offers sufficient space for an intensive exchange of experiences with the other participants, for conducting a project status presentation, for buddy coaching and peer to peer reviews.


### Your benefits

In future, you will

- know the project management processes of single and multi-project management (initialization, planning, control, execution and closure)
- be able to manage the project scope and its changes
- implement an integrated project controlling
- recognize and handle schedule risks and conflicts
- monitor and steer team culture

 2.5 Days

 On-site Learning

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



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prices and registration  
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# Leading Project Teams

## Leading interdisciplinary project teams

### Who should attend

Project managers who have already attended our program Project Management Fundamentals or who acquired a corresponding basic project management knowledge and who have gained first experiences in leading a project team.

### What you learn

In this program you will gain a better awareness of your own leadership style within your project and its influence on the behavior of your project team. You will be enabled to effectively lead your project team and expand your competencies in this regard. In addition, you will learn to exercise your project leadership role in a purposeful way based on trust, a good project culture and emotional intelligence.

### How you learn

You will reflect on your own challenges in leadership situations in projects and evaluate your own leadership skills with the help of a self-assessment. Based on your personal DiSG® profile, you will learn more about your own and other personality types and can apply this knowledge specifically in projects. In addition to practical exercises, you will exchange ideas and experiences in buddy coaching and peer to peer reviews.


### Your benefits

In future, you will

- understand the situational leadership principle in projects
- know and apply team development models
- use helpful Change Management tools
- actively create a good feedback culture within your project organization
- strengthen communication in project team meetings and be able to facilitate them
- know how to manage conflicts in project teams

 2.5 Days

 On-site Learning

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



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# E-Learnings

for  
free



Click here to get  
to the e-learnings.

## PM Basics

Meet Harry Gant and join him making his first contacts with projects. This E-Learning is a first introduction to projects and project work. With easy to follow dialogues, you will receive an overview of the most important methods and process steps of classical project management.

 1 Hour

## Risk Management Basics

Meet Harry Gant and join him making his first contacts with project risks. Make your first steps in risk management, learn more about the basis and background and get an awareness of possible threats and opportunities of project work.

 1 Hour

## Litigation Awareness

You ask yourself “What is litigation and why is it important for my daily work?” In this interactive E-Learning close-to-business cases will give you practical tips and advices. Further, you will learn more about the do’s and don’ts in daily work communication to support the position of thyssenkrupp in disputes.

 0.5 Hours

## PM Sims

In this interactive learning simulation, you will navigate your own avatar through a thyssenkrupp office building. Being a Project Manager you will manage your own project team, have to make important decisions, negotiate with your Project Sponsor and will get feedback from a virtual coach.

 1 Hour

## Project Sponsor Know How

This E-Learning takes you through the basic definitions of Project Management and highlights typical Project Sponsor situations. Learn what it takes to become a good sponsor and how you can make a difference for your projects.

 1 Hour

# Finance Bootcamp

## Finance and Controlling Fundamentals for Non-Financials

### Who should attend

All employees who want to increase their own value contribution to the company's results through knowledge of business economics and financial contexts.

### What you learn

One of thyssenkrupp's top strategic priorities is the sustainable stabilization of the financial situation. 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. The prerequisite for successful entrepreneurial activity is a fundamental understanding of business economic mechanisms – which is conveyed in this practice-oriented program. For this purpose, you will not only concentrate on creating a deeper understanding for general key performance indicators to analyze the financial performance of a company but also on the direct transfer to your own area and tasks within thyssenkrupp. You will learn how to systematically evaluate cost and value drivers in your own area and how to adjust them to maximize the financial performance.


### How you learn

Through a self-directed preparation phase (approx. 6 hours in total) on a digital learning platform, in which you deal with some basics of financial management, space is created in the two-day workshop for concrete impulses, for application and discussion as well as for the business simulation Cash&Flow. There will also be enough time for your own practical cases and examples. After the workshop, you will directly apply the acquired knowledge by taking a closer look at the value and cost drivers in your area. The results will be discussed and reflected upon in a final virtual classroom session (approx. 1.5 hours). As a result, you will gain a fundamental understanding of the financial mechanisms and the value management within a company in order to increase the value contribution of your own area of responsibility.

### Your benefits

In future, you will

- know, how companies make money and what could be your contribution
- understand systems of corporate accounting
- speak the controller's language: The balance sheet and key performance indicators
- manage your own area in a value-oriented way

 2 Days, plus 1.5 Hours

 Blended Learning, incl. on-site learning



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Torsten  
Fröhlke



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For dates, venues,  
prices and registration  
click here.

# Project Management Curriculum for thyssenkrupp Plant Technology and Marine Systems



# tkIS only: PM Fundamentals

## Who should attend

Exclusively for tkIS: Project Manager of smaller projects for external customers, Project team members of external customer projects e.g. Lead Engineer, Scheduler, Project Procurement Manager, Lead Buyer, Project Engineer, Construction Manager, etc.

## What you learn

The successful handling of smaller or larger customer projects is a main part of the business model of thyssenkrupp Industrial Solutions and a challenge of the persons in charge. A key success factor for executing external customer projects is professional project management.

This Program enables Project Managers and Project team members to apply PM methods and processes based on PME Guidebook 2.0 and PMI®. It includes methodologies of the bid phase as well as the execution phase of a project.

## How you learn

In our virtual as well as in our face-to-face program, short input sessions are always followed by group work and reflection sessions. You will directly transfer your new knowhow by using your own project in the group work sessions. Additional planning sessions will help you transfer your main insights into your daily business life.


## Your benefits

- Understanding the basis of project management in customer projects
- Getting insights in project team development
- Working directly on my own current project
- Guided learning transfer to my daily business

 3 Days

 On-site Learning

or

 3 Days à 5 Hours  
1 Day à 3.5 Hours

 Virtual Session



Content  
Nicola  
Sonderrmann



Organization  
Eva  
Münster



For dates, venues,  
prices and registration  
click here.

# tkIS only: PM Methodologies and Processes

## Who should attend

Exclusively for tkIS: Project Manager managing B- or C-projects, Project Commercial Manager managing B- or C-projects, Construction, Commissioning, Contract Claim and Engineering Manager

## What you learn

This tkIS customized training is based on the PM standards of tk, PMI® and IPMA®. The content of the program is constantly updated regarding the changes within tkIS and its business units. The program focuses on the successful start and end of a project i.e. initiation, planning and closing phases with relevant methods, as well as deep dive into major topic areas of a tkIS project (stakeholder management, scope management, time management, organization and risk management, resource & cost management).

## How you learn

You take part in an interactive online training. You efficiently enhance your skills and transfer your learning by using cases, your own project and an EPC project simulation. Four hours of virtual training each day are supplemented by self-organized group work of 2.5 hours. You are able to reflect on your learnings in an individual mentoring session with an experienced EPC-trainer afterwards and a follow-up session with the whole group around 4 weeks later.

## Your benefits

- Effective learning transfer by using cases and own projects
- Intensified learning by EPC project simulation
- Peer-to-peer coaching and planning of learning transfer
- Individual mentoring on your current project
- This program is part of thyssenkrupp's Project Management and Construction Management Specialist Certification

 6 Days à 4 Hours

 Virtual Session



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Nicola  
Sonderrmann



Organization  
Eva  
Münster



For dates, venues, prices and registration click here.

# tkIS only: Leadership for Project Managers

## Who should attend

Exclusively for tkIS: Project Manager managing B- or C-projects, Project Commercial Manager managing B- or C-projects, Construction, Commissioning, Contract Claim and Engineering Manager

## What you learn

Increasing complexity on projects means that Project Managers need to develop “meta competencies”.

In this highly interactive program, you further develop these meta competencies – the ability to act proactively and authentically and result driven whilst maintaining good team and stakeholder relationship.

## How you learn

A former fighter jet pilot and experienced Project Manager confronts you with the analogy of flight and EPC business in terms of leadership and social competencies – the most critical challenges Project Managers face in their practice. You will analyze your own personal competencies and characteristics. Combined with theoretical background the trainer conducts selected exercises in the field of PM competencies with intensive reflection and feedback sessions. You will finally plan the transfer of your learning into your daily business.

## Your benefits

- Many experimental learning sessions in leadership
- Direct analogy from flight business to EPC business
- Peer-to-peer coaching and planning of learning transfer
- Intensive networking with tkIS colleagues
- This program is part of thyssenkrupp's Project Management and Construction Management Specialist Certification

 5 Days

 On-site Learning



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prices and registration  
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# tkIS only: Specialist Course for PM

## Who should attend

Exclusively for tkIS: Project Manager managing B-projects, Project Manager managing C-projects with B-project potential, for PM Specialist Certification: Mandatory program

## What you learn

You strive for the PM Specialist Certification @ tkIS. This program is your final training part to achieve it. As part of the certification you have to prepare a “My current Project” report and a presentation in advance. You present and discuss your project and receive valuable feedback of the trainer and the other participants. Cash is king! Therefore you will enhance your skills to improve your project cash flow. You will work on your conflict management skills and your PM role as „CEO of the project“.

## How you learn

In this course you will select learning insights from PM Campus programs “PM Methodologies and Processes” and “Leadership for Project Managers” and share your experiences of implementing them in your daily project work. The aim is to share positive and negative examples because essential improvements are often based on things that have not worked. Short input sessions followed by group work and reflection sessions, role plays with video recording and analysis and transfers of your main insights into daily business life.

## The Specialist Course consists of:

- 1) Virtual Kick-off around 3 months prior to program start
- 2) Individual preparation phase of 8 weeks for “My Current Project” report
- 3) Either a 5 days live online program or a 5 days face-to-face program

## Your benefits

- Get valuable best practices of real tkIS projects
- Improve your project cash flow
- Improve your conflicts management skills
- Improve your presentation skills
- Intensive networking with other tkIS Project Managers

 5 Days

 On-site Learning

or

 5 Days à 7 Hours

 Virtual Session



Content  
Michael  
Manß



Organization  
Nicola  
Sonderrmann



For dates, venues,  
prices and registration  
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# tkIS only: Preventing and Managing Crises in tkIS Projects

## Who should attend

Project Manager managing A-, B-, C-projects, Project Commercial Manager managing A-, B-, C-projects, Engineering Manager managing A-, B-, C-projects, Construction and Commissioning Manager, Contract Change Manager

## What you learn

When a project hits a barrier, it can take an entire team into crisis mode. This program prepares you effectively on the one hand to realize the early warning signals of an arising crisis and how to prevent crisis. On the other hand it prepares you how to successfully deal with stakeholders and team members in case of project crisis. You gain a rich set of strategies and techniques for prevention, mastering and intervention of a project crisis.

## How you learn

In our virtual as well as in our face-to-face program, you will have the opportunity to bring in your own cases. You will also work on selected case studies from the plant business.

Short input sessions are always followed by group work and reflection sessions. Additional planning sessions will help you transfer your main insights into your daily business life.


## Your benefits

- Understand the basic definitions of project crises management
- Improve communicating in difficult times
- Get valuable insights about crises prevention
- Develop scenarios for proactive crises management
- Discuss your own project crisis case and get advice
- Receive coaching from trainer and colleagues

 2 Days

 On-site Learning

or

 3 Days à 3.5 Hours

 Virtual Session





Inhalt  
Nicola  
Sonderrmann





Organization  
Eva  
Münster





For dates, venues,  
prices and registration  
click here.



Michael Manß



# tkIS only:

## Workshops for Projects, Communities and Teams

### Project gear-up! Workshops:

Conduct efficient workshops with your project core team along the project life cycle. Take advantage of our “plug’n’play” modules to set-up workshops in a short time. All workshops can be conducted virtually, face-to-face or in a hybrid setting. Examples: Project kick-off workshop, team building workshop, sales workshop, client workshop, contract workshop (2h up to 5 days)

### Community Workshops:

You want to set-up or strengthen your global or local functional community? We offer you customized workshops in co-creation with you for your specific needs. We also use “plug’n’play” modules for a quick concept set-up. Duration of workshops: 2h up to 4 days.

### Team Assessment and Development Workshops

You have noticed that your team could perform better? You feel a lack of trust among the team members? This 1-2 day workshop will enable your team to improve team effectiveness and productivity. It is assessment-based and focuses on putting The Five Behaviors™ model into practice: Trust, Conflict, Commitment, Accountability and Results.

### Who should attend

Depending on the workshop type: Project core teams of A-, B-, C-projects, cross-functional project teams of improvement projects, agile project teams, Head of Division or Department and their team, communities

### What you learn

Depending on the workshop type and your objectives. Each workshop is set-up in co-creation with you.

### How you learn

All workshops are highly interactive, no matter if we conduct them virtually, face-to-face or even in a hybrid format.

### Your benefits

- Fast set-up of your workshop thanks to the “plug’n’play” concept
- Individual workshop module can be developed and integrated
- Choose the format you need: Virtually, face-to-face oder hybrid
- Choose the support you need: concept, moderation, facilitation, organization, external suppliers
- Our knowhow about thyssenkrupp, its different units and their culture.
- A large selection of experienced moderators for various topics



On-site Learning



Virtual Session



Blended Learning, incl. on-site learning

# Digital Learning Services





Mona Hild



# Receive Service for your digital projects

## Who should attend

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

## What can you expect

With the basic package for the field of digital learning, we offer you access to our digital learning experience: 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 available

- 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.

Looking for more information?  
Visit our thyssenkrupp Academy [we.net-Page](https://we.net-Page) and find out more about the Digital Learning Service here.



Mona Hild



# Digital Learning Library

Discover interactive and engaging learning nuggets

## Who should attend

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. Learning channels and learning paths guide you through different topics, covering e.g. the thyssenkrupp core competencies and leadership competencies.

You will receive exclusive 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!

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# E-Learning Offerings




# Overview of all E-Learning Offerings

for  
free




## Introducing Agility

 approx. 45 Minutes

## PM Basics

 1 Hour

## Introducing SCRUM

 approx. 45 Minutes


## Risk Management Basics

 1 Hour


## Feedback als Chance

 approx. 50 Minutes

## Litigation Awareness

 0.5 Hours


## Yellow Pages MS Teams

 approx. 20 Minutes

## PM Sims

 1 Hour

## Yellow Pages Cisco WebEx

 approx. 20 Minutes

## Project Sponsor Know How

 1 Hour

# External Partners





More  
Information  
Tanja van Hulst



# Cooperation with external training providers

## HAUFE. AKADEMIE

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 Haufe Akademie:

[www.haufe-akademie.de](http://www.haufe-akademie.de)

Haufe Akademie offers thyssenkrupp employees a discount of 18 % on the regular seminar fees. When registering, just mention that you are an employee of thyssenkrupp to get the discount.

## PC-COLLEGE®

*Seminare, die begeistern!*

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](http://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 [training@pc-college.de](mailto:training@pc-college.de).

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engineering.tomorrow.together.