



Szkolenia KM Studio

Training Catalogue

Interpersonal skills trainings

Interpersonal skills training offer

We invite you to take into consideration our offer of interpersonal skills coaching in KMstudio.

The training formula

In KMstudio we run interpersonal skills courses both in an **open**, and **closed** formula, as well as by way of larger projects, such as the so-called **Coaching Academy**, in which case the training is prepared based on the company's specific needs.

1

Each course, run in an open formula, lasts for two days, consists of 12 hours of training (9.15 AM- 3.15 PM), and takes place once a month (check: training calendar) in the place of business of KMstudio- Piotrkowska 125 Street in Łódź. We work in small groups- max. 12 people, we don't cancel scheduled courses in cases where the group hasn't been formed to its full extent. This means that even if only one person has applied to take part in the course on the given date, we will still realise it by way of coaching, individually.

2

The courses ran in a closed formula are based on the Client's individual needs, either in the place of business of KMstudio in Łódź, the residence of the company applying, or in whatever other place given by the Client. The duration of each training, and their price depend on personal arrangements made with the organization ordering.

3

In addition, we realise also larger training projects, such as the so-called Coaching Academy for businesses. It consists of a bundle of courses meant for employees, who have the option of choosing the classes fit for their liking, and developmental needs. Such programs consist of consecutive stages of collaboration with the company ordering (mainly with the HR department):

- The survey of the company's, and its employee's needs done by KMstudio.
- The choice of topics and dates of the courses for the upcoming months, or years (The Client- KMstudio).
- Forming of groups of employees (the Client's HR department)
- Realisation of the training with an au courant evaluation
- Summary of the program

Interpersonal skills trainings in KMstudio

Self-growth

Trainings in the self-growth area are targeted towards specialists and the executive cadre. They cover a set of skills useful in interpersonal relations, both in a work, and a private environment. Our offer in KMstudio consists of courses related

with communication in a broad sense, which tackle training of socially useful interpersonal behaviours, as well as courses associated with awareness of one's own mechanisms of action, emotions, opinions and values, focused on intrapsychic work.

1 Assertiveness- moving forward firmly and softly

2 Emotional intelligence as an effective tool in interpersonal relations

3 Creative problem solving

4 Presentation and impression management during public appearances

5 The facture of leading a discussion, eristic

6 Savoir-vivre: good manners conduce to good business

7 Stress: how to manage it, and how to take advantage of it

8 Time management- effective work, efficient rest

9 Techniques, and mechanisms of influencing others

10 Team work: skills necessary in cooperation

11 Work-Life Balance

12 Voice projection: how to take care of your voice, and how to use it well

13 Self-motivation / self-motivating: how to find motivation for every-day tasks

14 Interpersonal communication: increasing self-efficiency, and influencing others

15 Decision making- the facture of choosing

16 Persuasion

17 Feedback

18 Team Building

19 Coaching management style, and coaching abilities in work of an instructor

20 Active listening

21 Healthy eating at work

Management

Courses from the management department are targeted towards managers, or people responsible for task allocation at work. All courses from the management area are founded on the so-called management cycle, so they are based on the aim-plan-delegation-control model, and show how to capably navigate this “circle”, efficiently identifying the moment you are currently in. Each management course also covers the communication module, and allows to train attitudes useful in relations with subordinates and co-workers, such as instruction giving, motivating, task allocation, feedback, assertiveness, deal enforcement. We offer basic courses,

such as staff management, productivity management for foremen, and project management, as well as we encourage You to take part in more advanced courses expanding leadership skills (Leadership skills training- conscious leadership), mentoring abilities (Mentoring- knowledge communication through force of authority), or coaching skills (Coaching as a growth support tool, coaching in management). With KMstudio You have the opportunity to dive deep into specific aspects of management, such as change and/or conflict navigation, or organisation of recurrent assessment, and job interviews.

22 Coaching as a growth support tool, rules, techniques, usage

23 Coaching in management

24 Conscious leadership

25 Mentoring- knowledge communication through force of authority

26 Co-worker and employee motivation

27 Recruitment interviews in practice- jurisdiction interview technique

28 Periodic talks with employees. Expansional assessment talks

29 Conflict management- strategies, composure, ecological solutions

30 Staff management, and co-worker management in practice

31 Project management- outrun the future with your imagination (according to PMBOKR Guide- Project Management Body of Knowledge 4th edition)

32 Change Management- good strategy and cooperation

33 Management for productivity enhancement- trainings for foremen, leaders, junior managers, and executive cadre

34 Management of the supply department

35 Management of the trade department

36 Production Management

Sales and customer service

Sales and customer service courses are dedicated to customer service specialists, and marketers regardless of the industry they work in. We offer courses covering the subject area of building and maintaining a Client-Business relationship based on assertiveness, and principles of business ethics. Moreover, we propose courses involving the facture of sales without manipulation, based on respect towards another person, awareness of one's own

intentions, and the client's needs. Our courses will not only teach You to use trade techniques, but also to understand emotional mechanisms ruling trade processes both on the marketer's, and the client's side. The courses cover the subject area of networking, researching necessities, offer presentation, negotiation, and closing the transaction both in a face-to-face trade, and in a telemarketing setting.

37 Negotiations- convincing so that both parties are in the black

38 Customer service- standards, conflict situations, emotional management

39 Sales- techniques and strategies in practice

40 Telemarketing

41 Management of the trade department

42 Management of the supply department

Course description — self-growth

During the training we explain the difference between assertiveness, and aggression and compliance. Participants practice an array of exercises helping to cope with negative assessment, and protect one's psychological territory. The trainees learn how to express their needs, expectations, and their own views, especially when they are different from the opinions given by other people, as well as how to say "no" in a way that doesn't insult the other party. The participants practice constructive ways of expressing praise and criticism. The range of the training covers the practice of giving feedback focused on somebody's actions, and not the person concerned themselves, as well as assertive expression of positive and negative feelings.

The goals of the training are: effective realization of one's own needs, and bargains, increasing self-confidence and self-belief, betterment of one's coping with aggression and manipulation coming from others, the ability of maintaining an assertive position in a conflict situation, as well as during business negotiations, and the ability of assertive self-perception and self-description.



1

Assertiveness- moving forward firmly and softly

The training is based on a self-diagnosis of one's own behaviour, and feelings in contact with other people (clients, co-workers, loved ones). During the training we work on changing one's line of conduct, as well as on understanding its mechanisms and causes, and on better awareness of one's emotions. The goal of the course is to encourage the trainees to take a closer look at their strengths, and show them how to use them consciously in contact with other people, as well as to acknowledge one's weaknesses and on that basis create a personal self-growth plan. We work our way to know ourselves better, and begin to work on our own "interpersonal style".

The effects accomplished during the course are: bigger awareness of feelings of one's own, as well as those of others around, more effective guidance of one's emotions in a way that makes them an ally during everyday tasks, better ability of active listening, enhanced awareness of one's own behavioural mechanisms, the ability of giving and receiving feedback.



2

Emotional intelligence as an effective tool in interpersonal relations



3

Creative problem solving

The training consists in practicing creative thinking in regard to specific problems occurring at work and beyond. The key terms are: creativity, task, problem. The first stage of our work is acknowledging the problem, the next one is its comprehension, and later- searching for possible solutions, and their implementation in real life. Especially important here is learning to look at an issue “anew”, a.k.a. without engaging in stereotypes and prejudices about its ways of solution.

Abilities gained by the trainees during the course are: acknowledging one’s capacity of creative thinking, faster creation of ideas and bigger willingness to actually implement them, the ability of generating new, original ideas and solutions (particularly essential to managers, publicity workers, and coaches), the ability of using different creative thinking techniques depending on the problem and its goal of action.



4

Presentation and impression management during public appearances

The course is divided into two stages: the first one tackles preparation of a presentation, whilst the second one- its delivery. The participants learn how to pick content for a public presentation, and how to conduct it in order to gain attention of one’s listeners. The training contains an element of recording one’s performance on camera, and its subsequent analysis, in order to improve one’s voice modulation, vocabulary choice, and outfit in future appearances.

During the course we discuss issues such as: stage fright management techniques, body language, rhetorical tricks and their usage, striking and effective introductions and conclusions. The trainees learn also how to successfully deal with troubling questions from the audience. The course is meant for everyone, who performs in front of an audience either in a professional or private setting.

The goal of the training is to teach a clear and straightforward way of presenting one's views, an efficient persuasion of one's opinions, and influence techniques facilitating defending oneself against the attacks of the other party. During the course we show how to use empathy, and knowledge about emotions, as well as eristic tricks in a discussion. The participants also gain the abilities such as: building of one's authority in a discussion, appropriate usage of jokes, as well as attacks and dodges, making use of contradictions in the speech of the opponent, denying allegations, dismissing rational arguments regarding emotions.

Besides the psychological layer of the training, it also involves elements from fields of grammatical and stylistic accuracy in speech making, as well as issues from the area of ethics of business.



5

The facture of leading a discussion,
eristic

The training covers the knowledge of operative rules of etiquette and good manners in both professional and private settings.

The participants acquire a knowledge of good self-presentation, greetings, introducing oneself, rules of demeanour, conversation, attire, principles of eating and drinking in private places (parties, family gatherings thrown at home), public ones (theatres, cafes, restaurants), and those of business (rules of behaviour in an office, and outside of it, during business calls, conferences, delegations, corporate ceremonies). During the course principles of telephone contact, and communication over the internet are discussed as well.



6

Savoir-vivre: good manners conduce to
good business



7

Stress: how to manage it, and how to take advantage of it

The training begins with each participant creating a map of stressful situations, so as to be able to work on a material specific to each trainee. The course covers problems such as: an in-depth analysis of the causes of the appearance of stress in different situations, working on inadequate self-evaluation, as a factor increasing the risk of the occurrence of stress in social situations, working on beliefs, which hamper a realistic assessment of the current situation, emotional control techniques, relaxation techniques to be used both at home and at work, elements of assertiveness in communication as a factor decreasing stress levels, conscious work-rest planning.

The course covers conscious articulation of one's goals, and planning one's actions in regards to their values, elements of emotional intelligence, incident to fear management, coping with stage-fright during public appearances, and work tied to creating habits enabling us to avoid increased stress.



8

Time management- effective work, efficient rest

The training is made up of a bundle of tools increasing the effectiveness of business actions, and introducing a work-life balance. The course begins with an assessment of time waste both in the working and private life. Subsequently, the participants search for solutions for their own time waste, using a module concerning goal articulation, then they learn to manage their tasks, basing on SMART- goals, they determine priorities, create consistent plans of long and short-term actions. During the training we present an abundance of techniques facilitating the management of actions in time and space (keeping your desk and desktop in order, e-mail management, work with a calendar, creating an efficient to-do list, creating a chart of your best and worst effectiveness, ALPEN), and graphic methods of planning.

We tackle the thread of assertiveness in a context of time management (efficient refusal), we show how to work on problematic habits, and beliefs.

The training begins with a self-evaluation of one's own communication skills, regarding social influencing. Then we forward and practice elements most difficult for the trainees. The course covers training in the area of expressive and receptive influencing. The participants execute exercises concerning precise speaking, persuading to your case, negotiation, endearing, inspiring.

Within receptive influencing, we focus on developing active listening, delving, inspiring and motivation skills. The participants gain a knowledge of recognising manipulation, and techniques of defending yourself from it.



The course is meant for people working in a team (either as an executive cadre, or as co-workers). The goal of the course is a practical teaching of social skills, needed in team-work in order to more efficiently convey information, and more effectively handle tasks. During the course the trainees practice behaving in a situation of change, conflict, increased work intensity.

During the course practiced are communication skills, assertive refusing, emotional control, coping with stress, decision making, persuasion techniques, goal articulation, determination of priorities and tasks, and other important competences, useful in team-work.





11

Work-Life Balance

The “Work-life balance” training is a way for organizations to have effective, not frustrated, motivated, quality providing, and good atmosphere building employees. The workshop is a way to increase efficiency in all areas of life, fulfilling your roles- both professional, and private- with commitment, energy and satisfaction for yourself and the company. Understanding your own goals, needs, and conscious self-management in a business and private context decreases frustration, and increases effectiveness what results in escalated quality and fruitfulness of one’s functioning in a work place.

The training tackles areas such as: Balance-what is it, Areas of life-areas of balance, Life as a project, the field of the project, mutual connections between them, the cycle of influence, boundry setting, Goals- Needs-Priorities-Resources; how to build and maintain motivation, attitude towards challenges and changes, positive language and a proactive attitude, harmonious project management, Where am I-where do I want to be, time management, balance from a perspective of time, balance for now/long term balance.



12

Voice projection: how to take care of your voice, and how to use it well

The training is meant for people who work with their voice on a day-to-day basis. The course has the nature of a practical workshop driven to enhance one’s occupational hygiene while working with their voice, as well as correct breathing, diction, and phonation. The goal of the training is to teach the participants the correct habits, due to which they will be able to maintain a healthy vocal apparatus, even in situations of increased effort. The exercises serve also as a tool in study of a conscious voice usage in order to be understood and listened to by your audience.

The course is also available in English- for people operating with it at work.

The course is meant to improve the awareness of one's goals, values, and mechanisms of action. The exercises improve occupational efficiency of the participant. The trainee is able to recognise potential roots of motivational conflicts, as well as to take stances geared to searching for solutions rather than problems. The course provides also a set of tools useful for creating a sense of responsibility for oneself and others, as well as it contributes to a self-belief boost, power and efficiency of work.

The workshop consists of a training involving: my time as work on my goals, values, self-organization, priorities, besides that: the nature of internalised and externalised motivation, self-motivation in a situation of change, prophylaxis of occupational burn out, confidence building, coping with challenging emotions.



The training covers a number of issues related to interpersonal communication, helping to understand what is going on in between people during the exchange of information. It mainly focuses on exercises related to the precision and intelligibility of the message, both when it is „sent” and „received”. The course also shows the power of influencing others through skillfully adapting the message to the recipient. The interpersonal communication workshop also covers theoretical and practical issues about understanding and resolving conflicts caused by communication disruptions.

Participants will learn the following issues: providing information in an understandable way, awareness of the role of verbal and non-verbal communication, presenting information in a precise, clear, transparent and consistent manner, using examples, agendas, tables, diagrams, pictograms, conscious use of

argumentation and counter-argumentation, active listening and comprehension, awareness of a pro-active attitude in communication (including initiating a dialogue), paraphrasing and clarification aiming to make sure that the message has been correctly understood, the ability to match the message to the recipient, knowledge of your own communication style, knowledge of barriers and disturbances in social communication, early recognition of signals of conflict, working on knowledge of effective techniques of solving and using conflicts, greater self-awareness in interpersonal relationships.





15

Decision making- the facture of choosing

The training introduces participants to decision-making situations and teaches them, based on their experience of understanding what is obtaining information and then processing it in a way to come up with a decision. Participants work on such issues as: involuntary decision making, intuitive decision making, rational decision making, rational steps in

decision making, The SMART technique (simple, multi-attribute, rating technique), expected value, decision tree technique, decision making as a process of creative problem solving, creative problem solving- a process for decision making, types of decisions, mistakes in making a decision. Participants get to know their preferred cognitive style - decision style.



16

Persuasion

The workshop is based on the training of influencing the processes that take place beyond the other person's consciousness. Attention resources are small. Conscious processing of information is negligible in comparison to the multitude of processes taking place in the subconsciousness. What's happening in our consciousness is first prepared in our subconsciousness. The course of events takes a form predetermined outside of consciousness. We focus on practicing the elements of effective belief change and influencing. During the course we refer to the latest research on the human brain.

Course participants not only gain the knowledge of how to use the reliable ways of persuasion but they are also able to understand why they are effective. We describe and analyze the participants' experiences and derive the rules of effective communication impact from them.

Participants work on the following topics: technology of creating relationships, enforcing contracts, building a positive emotional assessment, using your own body, proper use of voice, understanding your own emotional reaction, understanding the emotional reaction of the other people, persuading without argumentation, inspiring / motivating others to act, asking effective questions, understanding the magical role of the need to be important, satisfying the need to be important, getting what you want from other people, knowledge of the most common manipulation techniques and how not to succumb to them.

The training is dedicated to people who manage teams and as supervisors are obliged to provide feedback, but also to specialists willing to practice communicating difficult things to their colleagues. The course based is in the practice of communicating correctly when giving feedback, but also demonstrating how to prepare the conversation itself in terms of emotions (understanding your own and other people's emotional mechanisms)

and tactics (acting in accordance with the assumed goal). The training includes elements of assertiveness, thanks to which the Participants know how to avoid submissive or aggressive behavior (the pattern of expressing anger or course of action in the event of non-fulfillment of contracts) as well as elements of communication (von Thun's model) or working with needs and values. The participants work on the following topics: operational

provision of feedback based on the known patterns, understanding the emotional mechanism that makes it difficult to directly communicate „unpopular” things, formulating your statements in a non-judgmental way, understanding the difference between describing and assessing behavior, communication model of von Thun, adapting the content of the feedback to a specific person.

The training aims to get to know people in the team better, to integrate them in order to pursue everyday activities more effectively, as well as to make the participants aware of what attitudes and behaviors are conducive to better work in a group. Triggering the so-called Team spirit allows you to define the specifics of a given group, its strength as well as

potential. The team is an institution operating in a synergistic manner, which means that as a whole it is able to create more value than the individual units put together. The training is aimed at making Participants aware of this rule and showing them through the experience of how it works. The course is dedicated to teams that are already working with each other or are just now forming, and whose essence of work is a common goal.

Training participants work on the following issues: attitudes, behaviors that positively affect the performance of the team, behaviors and attitudes that make cooperation difficult, integration, the role of a good atmosphere / fun, personality types of people

in the team, what helps and what hinders colleagues in everyday communication, roles and positions of individuals in the team, factors conducive to the effective work of the team, tasks of the team leader.



17

Feedback



18

Team building

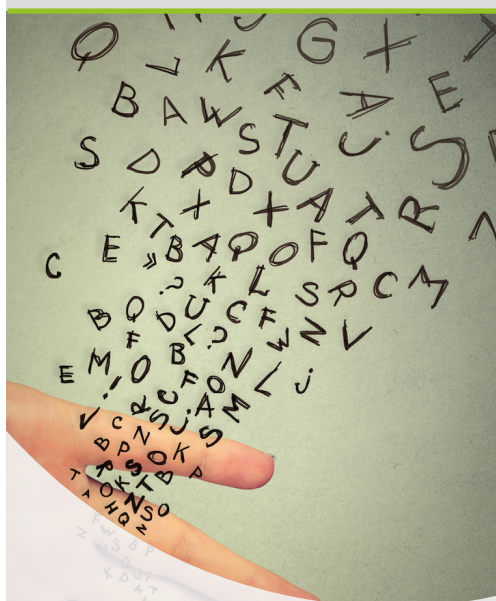


19

Coaching management style, and coaching abilities in the work of an instructor

The training is aimed at internal coaches who need to consciously use communication tools to effectively introduce new employees to tasks and train people experienced with the implementation of new technologies and projects in the company. The course prepares you to correctly conduct presentations in front of a larger forum, as well as to train in the workplace, taking into account the character of learning adults. During the training, participants will learn the arcana of body language that promotes sharing knowledge and teaches how overcome stage fright during public speaking.

Students work on the following issues: preparing the material for presentation, arranging and selecting the content depending on the time at our disposal and the recipients' capabilities, the ability to choose the content that is most useful to the recipient, speaking in an interesting way, attracting the recipient's attention, using examples, preparing a presentation for the group, preparation of a briefing for a single person, steps to present information, the ability to speak precisely, the ability to speak in an interesting way, using examples, use of visual elements of the presentation, dealing with stage fright.



20

Active listening

The training is aimed at people in customer-service / traders / other employees who in a daily rush and routine of performed duties experience difficulties

in communication. The course teaches specific techniques of active listening, which promote an open-minded attitude towards the other person and help to avoid misunderstandings. The course touches upon areas of listening such as attention focus, asking questions and paraphrasing, patience, mindfulness, non-verbal communication. and barriers to active listening.

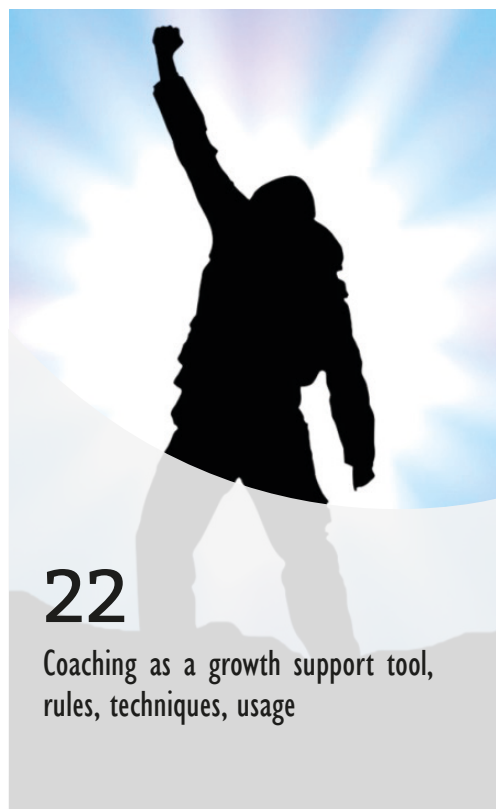
Participants work on the following topics: features of a good listener, body posture for active listening, tuning in to the speaker, mirroring the posture of the speaker, paraphrasing, being aware of one's beliefs related to communication, favoring and hindering listening, questions appropriate to the situation, awareness of one's own emotions and the speaker's emotions, relevant to communication.

The training is aimed at office employees who work in a sedentary position, and by implementing healthy eating habits and correctly composing meals want to increase their energy and concentration levels to make carrying out daily tasks as efficient as possible and limit the absences caused by diseases. The training covers many issues in the field of dietetics, explaining how our daily meals affect the mechanics of the body. We make people aware of the dangers of excess body weight and malnutrition, caused by a lack of vitamins and minerals in most of the foods we eat. We advise which products to pay attention to, and which to eliminate from the diet. We suggest practical solutions, showing that healthy eating is not difficult, time consuming or costly and the effects are worth trying.

Participants work on the following issues: knowledge of the basic principles of healthy eating (including the food pyramid), the ability to prepare lunchbox meals, which translates into well-being and efficiency, improvement of memory and concentration, skillful selection of meals in a restaurant or company canteen, appropriate distribution of meals during the day, planning meals in advance, knowing the most nutritious foods, recognizing the most harmful substances and making conscious purchases, the ability to match the meal to the current needs of the body, ensuring adequate hydration, taking care of the eyes, eliminating the adverse effects of the computer on the eyesight, increasing awareness of your own body and its needs.



Training description- management



The training allows you to learn the coaching method and understand the essence this form of work. It is the first step in the process of becoming a person supporting or accompanying clients in self-development. The training allows you to understand the process of coaching and the role of the coach and coachee, and the specificity of a relationship devoid of an element of evaluation. The course is an opportunity to learn how to use basic coaching tools to get into a relationship and discuss with the client the goal, not the problem. Training participants will also get to know the rules and formalities that are useful in conducting coaching within the organization.

Students work on the following issues: what is coaching and what it is not, the difference between coaching inside of an organization and independent coaching, the coaching specific thinking, the role of the coach and the person coached, types of coaching, for whom and in what situation each of them is best, the difference between coaching and other forms of personal development, e.g. mentoring, therapy, consulting, etc.

The participants gain the ability to: prepare for a coaching conversation, conclude a contract with a coached person, conduct coaching sessions, prepare a coaching report and practical application of selected coaching tools.



The training is planned for managers who want to improve their people management skills. It is aimed at people who already have some experience in managing people, know the basics of management rules such as: goal setting, precise speaking, task delegation, types of employees, motivating, control. The training aims to inspire Participants to adopt a coaching attitude towards their employees in order to help them take the initiative in action and create space to fully realize their professional abilities.

Participants work on the following issues: correct formulation of a coaching goal for themselves as a managing coach, precise presentation of goals, tasks and expectations of their subordinates as part of coaching management, the use of selected useful coaching tools in coaching within the organization, practical application of the GROW model and other diagnostic tools, practical application of knowledge and tools for working with beliefs and attitude of the subordinate, correctly conducting the coaching conversation with an employee. After the training, participants understand what motivating in the coaching approach is, as well as on what levels subordinates function and what results from it, in regards to their motivation, commitment, independence, initiative and creativity.

The training is a course aimed at middle and senior management-people who are already able to manage employees, have experience in this area, but want to develop their leadership competences. The training allows you to look at yourself as a supervisor in terms of building authority, inspiring others to act, and discovering in oneself the charisma needed to be a conscious and an effective boss. The course also allows you to look at the employees in terms of their deep motivations and hidden competences, as so as to fully be able to work on their professional development. You can be a manager by acting properly. You can also be a manager acting like an artist.

Participants work on the following issues: the law of effective leadership, the role of the leader in inspiring people to act, the phase of leadership growth, understanding the essence of the 6 key rights of leadership, motivational mechanisms of subordinates, theories and processes of motivating people (Maslow, Herzberg, McGregor), the results of the Gallup Institute's 20-year research (over a million surveyed employees) regarding factors of employee involvement, the power of motivation (model

Victor Vroom), the Ken Blanchard matrix, the role of change in an organization, the importance and usefulness of feedback in the process of motivating and evaluating employees, providing supportive and substantive feedback to the employee.

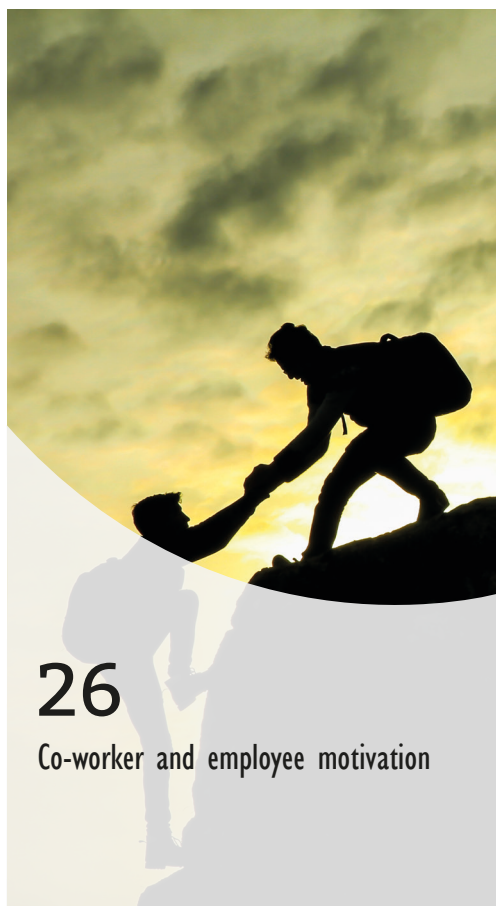
The training consists of four blocks: the role of mentoring and formulating goals, precise information transfer, motivating, communication facilitating the daily contact between the mentor and the mentee. Training participants will learn the knowledge related to building and strengthening positive attitudes, motivating as well as shaping your authority. On this basis we teach how to use an assertive language thanks to which it is easier for the participant to pursue everyday tasks in cooperation with the mentee.

The participants work on the following issues: precise and comprehensible transfer of knowledge, interesting and persuasive speaking, correct and effective articulation of goals for the mentee, motivating the mentee with tools evoking internal motivation, shaping the attitude of responsibility in the mentee, enforcing contracts, expressing criticism, providing feedback, refusing, expressing requests and expectations towards the mentee.

**24**

Conscious leadership

**25**Mentoring- knowledge communication
through force of authority

**26**

Co-worker and employee motivation

The training provides knowledge about the nature of human motivation to act and on what factors it depends. First part of the training covers issues related to human personality, temperament, and individual differences. Then the participants learn the methods that allow to diagnose the needs of employees. Training allows you to find out how to set objectives and tasks for employees, how to control their work with care for inspiring them to work, and how to motivate them using the so-called non-wage methods.

The course is divided into three modules: the first is about the manager / leader and their ability to relate to employees, the second shows the nature of a motivated person, what works for people with different personality types, needs, values; the third shows the very nature of the motivating process.

**27**

Recruitment interviews in practice-jurisdiction interview technique

The training is aimed at people who conduct interviews and want to deepen their knowledge and skills in the field of structured interview techniques based on competences.

During the first part of the training, participants will get acquainted with the recruitment process, and in particular, learn the technique of structured competency interviews and methods of interviewing different types of candidates. In the second part of the workshop, participants practice the acquired skills by creating competency interviews and conducting sample interviews based on the created by themselves interviews.

Students work on the following topics: creating structured based interviews on competences, techniques to deepen the competency interview, conducting a recruitment interview with candidates with different personality types, the most common errors occurring at the level of recruitment and candidate evaluation process.

The training is aimed at middle and higher level managers, business owners, HR specialists who want to expand both their knowledge and practical skills of the use of techniques in conducting periodic interviews. During the training, participants will have the opportunity to learn about the effective techniques used in appraisal interviews as well to improve their skills in conducting periodic assessments through observation and numerous exercises.

Students are working on the following topics: creating an interview plan evaluator, questioning and active listening techniques, providing effective feedback, setting goals, effective communication in difficult situations, knowledge of the most common errors in assessing employees.

The training provides knowledge concerning the causes of conflicts and understanding of them. In the workshop part, participants learn analysis and conflict resolution techniques, taking into account who is involved in it, and what is the role of a conflict in a specific situation. They also learn how to use emotional intelligence in a conflict situation. The training includes work on specific cases that the participants encountered in the company.

Students work on the following topics: perceiving the positive aspects of a conflict, recognizing a conflict in its early stages, methods and techniques for resolving conflicts, shaping relationships with colleagues based on clear communication, i.e. direct communication, passive and active techniques of responding to a conflict, depending on the goal you are pursuing.

We provide exercises in the area of mediation and negotiation, managing emotions (including extinguishing strong emotions in order to substantively solve the problem), the ability to select the so-called boundary conditions, to work with a conflict (choosing the right place, time and forms of action depending on the phase of the conflict, attitude and the style of operation of the involved people, as well as the goal we want to achieve), preparation of plans of action in a conflict situation, safe ways of recovery from a conflict.



28

Periodic talks with employees.
Expansional assessment talks



29

Conflict management- strategies,
composure, ecological solutions

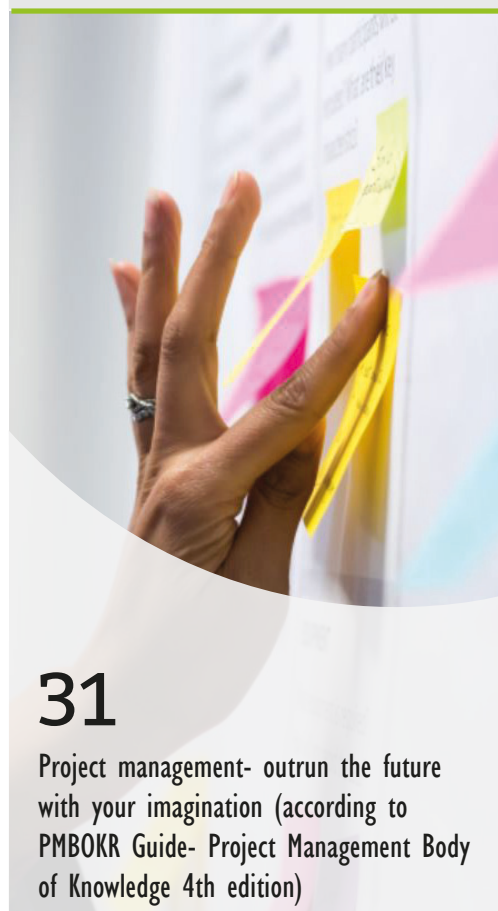


30

Staff management, and co-worker management in practice

The training is based on the following definition of management: It is the art of working with the help of other people through influencing their actions in terms of meaningfulness / purposefulness, duration and quantity of transformations, using the input of the management cycle. All this is done in order to give the activities an effective (productive) shape.

The training consists of the following modules that simultaneously constitute the next steps in employee management: goal, plan, assigning tasks (i.e. effective communication), control, introducing corrective actions. Participants practice motivating, precise communication, assertive enforcement of contracts and elements of influencing employees to inline their work with the assumptions.



31

Project management- outrun the future with your imagination (according to PMBOKR Guide- Project Management Body of Knowledge 4th edition)

As in any area in which a person tries to act rationally, in project management, the creation of a goal, realizing what the goal is (mainly: scope, costs, time), what we want, achieving what satisfies us (and therefore also what is unsatisfactory!) is critical. Project management is a facture of implementing something disposable / new with the participation of other people, by influencing their actions, it is the facture of achieving set parameters that optimize the use of resources to achieve the desired results.

Students work on the following topics: differences (like also that what is common) between project management and other forms of management, what is the project, who are the stakeholders of the project, project phases, scoping and use of major documents describing the scope / purpose of the project: Card

Project; Initial Declaration of the Project's scope; Declaration of the Project Scope, setting goals for the project in the form of SMART, structure: goal-plan-negotiation-control and a reaction to a goal not being achieved, project management plan: mainly in terms of scope, costs and time, but also quality, communication, risk, managing the project team, communicating with each Stakeholder, understanding the interests behind disputes social impact in the course of the project.

The training is aimed at mastering the facture of change management: defining what it is supposed to consist of, planning its implementation, and how to make it happen. The training / workshop shows and teaches how to achieve the assumed goals of change without yielding to resistance, not causing aggression, leading to a change in attitudes.

Students work on the following topics: what is change, who are the stakeholders of change, phases of introducing change, what are the attitudes and what are the strategies for influencing the change of attitudes, precise setting of the change goal, setting for the change goals in the form of SMART, turning the goal into a structure: features - benefits for the stakeholder of change, structure: goal-plan-negotiating-control and reaction to a goal not achieved, communication with all stakeholders, assertive communication, social impact in the course of implementing change, resistance to change, techniques to remove it.



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Change Management- good strategy and cooperation

We conduct productivity management trainings for three management levels, i.e. foremen, masters, middle managers and top managers. Each of the courses is based on a specific definition of productivity, which is about achieving maximum results with the slightest effort. The course helps to master the facture of management, teaches and exercises all its elements: goal setting, planning, assigning tasks, checking - as a comparison performance with a focus on detection of differences - and preparation and implementation of corrective measures in response to the detected differences. The training / workshop shows and teaches how to achieve productivity in employees and efficiency in actions of our own.

Students work on the following topics: management structure: goal-plan-task assignment - control, analysis of the work process and breaking it down into individual activities, recognition of time losses and detection of their causes, planning and implementation of corrective actions to eliminate said causes, creating SMART goals for employees and yourself, process of dividing long-term goals into short-term goals, creating goals for individual work activities, effective communication with the employee, causes of misunderstandings, assertiveness in communication, motivating.



33

Management for productivity enhancement- trainings for foremen, leaders, junior managers, and executive cadre

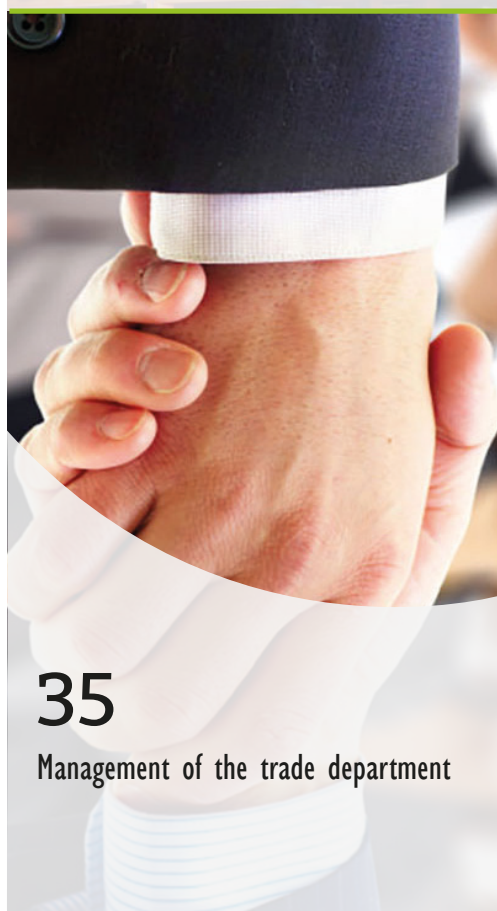


34

Management of the supply department

The training in mastering the facture of managing the supply department uses project management methodologies in the purchasing process. It teaches and exercises all the processes / phases of its execution: Phase / Initiation Process; Phase / Project planning process: Phase /Project implementation process; Project monitoring phase / process; Project completion phase / process. The training teaches how to achieve the assumed goals of the project without being negatively influenced and causing aggression. The course is used to master the art of negotiation, shows how to prepare and conduct purchase negotiations.

Students work on the following topics: structure: goal-plan-negotiation-control and response to failure, what the procurement project is, who are the project stakeholders, project processes / phases, scoping and using main documents describing the scope / purpose of the project: Project Charter; Initial Project Scope Declaration; Project Scope Declaration, setting goals for the project in the form of SMART, creating a project management plan: mainly in terms of scope, cost and time, but also quality, communication, risk, project team management, communication with all stakeholders, BATNA, the Harvard model of purchasing negotiations, assertiveness in communication, social impact in the course of negotiations.



35

Management of the trade department

The training is aimed at trade group leaders, sales managers and other people who coordinate the work of salespeople. The course consists of two parts, the first is about working with a group of traders, understanding the specifics of their work, solving problems that they typically face in sales (communication with people, motivation, influencing), the other part is related to the leader's work on themselves (on their motivation, leadership skills, communicating feedback). The course connects the knowledge of management and sales, includes elements of work on strategy and communication.

Students work on the following topics: strategies of managing a sales team, conscious management of a sales team, setting short and long-term goals, supporting a trader in development, ways of releasing energy and strength from traders for further effective organization, motivational mechanisms, power of motivation, the Ken

Blanchard's matrix, the levels of neurological human functioning by Robert Dilts and their importance in the process of communication with people, feedback in the process of motivating people.

The production management training aims to equip managers in production areas with a uniform management skill, leading to effective practice, time loss reduction and immediate productivity gains. Losses very often arise in the production area. Research shows that losses most often result from the incapability of managers. Managers are usually initiative and talented, educated people, however, knowledge based on technical studies, rarely affects management skills!

The production management training favors the most important management concepts: kaizen, six sigma, lean management, activity based costing, just in time.

Participants work on the following topics: management structure, goal-plan-assignment of tasks - control, analysis of the work process and its distribution into individual activities, recognition of time losses and detection of their causes, planning and implementation of corrective actions to eliminate the causes of said losses, SMART goals, breaking down long-term goals into short-term goals, creating goals for individual work activities, effective communication with the employees and the management department, reasons for misunderstandings, assertiveness in communication, comparing performance with goal, recognizing the causes (lack of motivation or skills) responsible for the differences, ways of motivating, assertive confrontation with employees who do not perform their tasks, conversations with employees in response to various tough situations.



Training description — sales and customer-service



37

Negotiations- convincing so that both parties are in the black

Negotiations are a way of communication that takes place in difficult conditions: disagreement, high stakes and strong emotions. Negotiations are a sequence of moves done by the parties of a partial conflict of interest, in which they strive for the best possible solution. Negotiations, as seen in the table below, are the golden mean between running away and fighting. Negotiations connect, they favor, they go hand in hand with assertiveness, positive tension, consistency, productivity, purposefulness. The training is divided into three phases, just like the process of negotiations themselves. In the initial phase, we set the goal of the negotiations; strategies, place and timing. In the handshake phase we search for forms of agreement, by presenting positions and discovering the interests behind them, looking for a compromise, we constantly compare the interim result of the negotiations with its goal, and react appropriately to differences, so as to get closer to our goal, rather than move away. In the completion phase we choose technical moves, so that the agreed goal is achieved.

During the training, students work on the following issues: goal of negotiations, ecology of the goal, number of goals, BATNA (best alternative to negotiated agreement), content and process of negotiation, negotiation models, the Harvard model, communication in negotiations: the „I” message, active listening, asking questions, open questions, paraphrasing, negotiations and social influence, negotiation strategies and techniques, negotiation tips and tricks, barriers of negotiations, the end of the process.



38

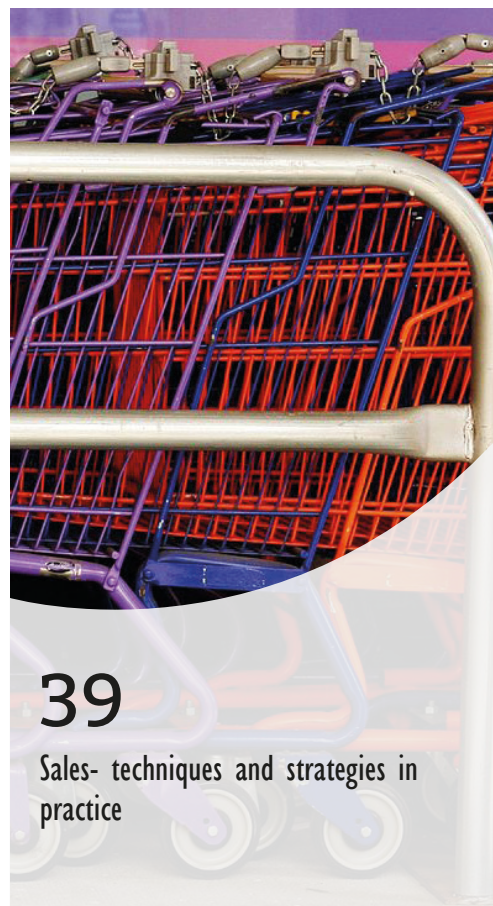
Customer service- standards, conflict situations, emotional management

The training provides answers to questions such as: how to reconcile firmness and courtesy towards the customer, how to organize service in a systemic way, how to deal with your own difficult emotions arising in contact with the client, how to create a friendly atmosphere for both employees and customers, how to make phone calls, what criteria are adopted by customers when assessing the way they are served.

Students work on the following topics: contact with the client, „first impression”, basic rules of customer service, assertive behavior in customer service, savoir-vivre and customer service, how to deal with difficult situations, the regular customer and a new customer, face to face customer service (at the customer's premises and at the company's premises), telephone support, errors, customer personality types: how to recognize them and how to deal with them, how to deal with the so-called „Difficult clients”, between others: a demanding attitude, an arrogant attitude, a client who screams, client indecisive.

The training aims to familiarize the participants with the process of sales from preparation and plan to the moment of completion of the transaction. The course is based on three modules: process, customer, and salesperson. In the first part, participants will learn the rules of conducting the sales process, from establishing the first contact with the customer, through researching their needs, presenting the offer, persuading,

negotiations, sales tricks, strategies of resisting objections, then closing the transaction. In the second part, students will learn about different types of customers and how to adjust the sales process to each of them. They also learn how to deal with the so-called “difficult attitude” customers. In the third part, the Participants get to know and analyze their own strengths and weaknesses in selling, test their own motivation and sales attitude. The course also touches upon the topic of beliefs and habits of action that strengthen and limit sales.



The training covers such issues as: customer identification, first contact, needs analysis, offer presentation, negotiations, finalization techniques of the selected offer, ways of building and maintaining friendly contacts with customers.

Students work on the following issues: starting a conversation, greetings, presentation of the company and oneself by a telemarketer, overcoming the distrust of the interlocutor, quick contact with the right person, how to speak in order to arouse the interest of the interlocutor, refusal (first or subsequent), preparation of an introduction scenario for the conversation, features of a good salesperson working over the phone, communication: what to say, how to talk, presenting the offer to difficult clients: demanding clients, clients arrogant, dominant, indecisive, aggressive, rude, ways to close the deal.



**41**

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