



PORTFOLIO 2025/26

THE MINDSET FACTORY

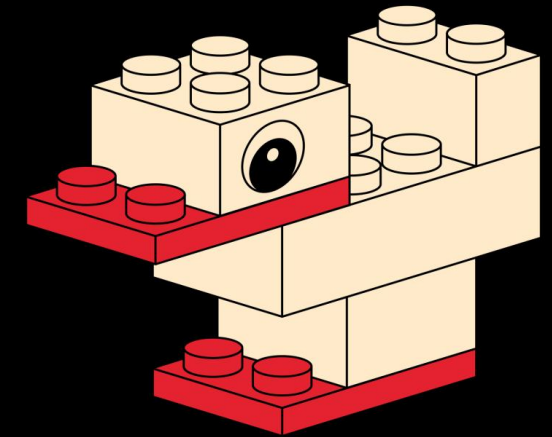
What are our commitments to you if you decide to let our team work with your managers and teams?

We promise ...

- 📌 Requirement-based concept design. This catalogue contains just a few examples of our expertise. We will ask you what you really need.
- 📌 To make training and coaching as sustainable as possible. We are committed to follow-ups.
- 📌 We work with resources in mind – we aim to identify current skill levels and provide individual support to take people to the next level.
- 📌 Practical methods and tools – simple instead of complicated, with humour rather than boring theory, in the interests of your company rather than for scientific research.
- 📌 Providing structural support to achieve sustainable improvements in organisations and processes - consulting projects that do not feel like ‘management consulting’, but like genuine, honest support
- 📌 Always focused on the goal of ensuring people in your organisation stay a step ahead of the rest.

Looking for inspiration? Ask us whether unconventional combinations of different issues are possible – if it’s feasible, we’ll make it possible. As diverse as the needs of your employees – that’s how varied and creative our team is in terms of its skills.

We look forward to mastering your challenge together.





OVERVIEW

SPECIAL FIELDS	SPECIAL FIELDS pages	DETAILS from page
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MEET THE TEAM



**DAMARIS
SCHWAIGER**



ELMAR FLECK



**CHRISTOPHER
SCHRENK**



**ANNELIES
TIEFENBACH**
(Backoffice)



MARTIN KNOPF



IAN FOSTER



JULIA KRALL



**WERNER
LANDSGEßELL**



**CLEMENS
DOPPLER**



**CHRISTINA
LANZENLECHNER**



**ROMAN
ECKSCHLAGER**



**ANDREAS
LICHTBLAU**



JULIA CENCIG



**LUKAS
HETZENDORFER**



COSIMA EIRICH



GEORG ROYER



**SARA
MONTAGNOLLI**

SPECIAL FIELDS

LEADERSHIP – FOR EXECUTIVES AND HIGH POTENTIALS

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
LEADERSHIP & MANAGEMENT	Think and act with an entrepreneurial mindset.	✓	✓	Elmar Fleck	✓	36
TIME AND PRIORITY MANAGEMENT FOR LEADERS	Strengthen effective time management. Skilfully set priorities as a leader, both for yourself and for the team. This enables you to control performance pressure and productivity and make them plannable.	✓	✓	Christopher Schrenk	✓	37
REMOTE LEADERSHIP, TRUST-BASED AND GOAL-ORIENTED COLLABORATION	Collaborate online based on trust and aligned to goals. This workshop provides an overview of what matters when leading virtual teams.		✓	Elmar Fleck	✓	38
LEADERSHIP DEVELOPMENT	Our programme supports all (future) leaders in further developing their personal and professional skills. Practical modules and 1-2-1 support allow participants to acquire an in-depth understanding of and skills in the areas of leadership, communication and change management.	✓	✓	Christopher Schrenk, Elmar Fleck, Ian Foster	✓	39

SPECIAL FIELDS

LEADERSHIP – FOR EXECUTIVES AND HIGH POTENTIALS

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
WELCOME TO MANAGEMENT	From expert to manager – with a clear understanding of your role(s) and a new approach in order to master new challenges.	✓	✓	Elmar Fleck	✓	<u>40</u>
PERSONALITY DEVELOPMENT FOR YOUNG LEADERS AND PROJECT MANAGERS	The holistic development of soft skills provides the necessary "tools" for your young managers and project leaders to meet internal and external requirements. We design a development concept tailored to the needs of your company and your sector.	✓		Damaris Schwaiger, Martin Knopf		<u>41</u>
HIGH POTENTIALS	During this programme, your future leaders and experts will be guided and supported in a structured requirements-based manner on their development paths.	✓	✓	Damaris Schwaiger, Christopher Schrenk, Elmar Fleck	✓	<u>42</u>
GROUP DYNAMICS & THE META-LEVEL	Training for team leaders and managers to transfer the most important aspects of group dynamics, learning to focus on the meta-level and identifying patterns using mental maps.	✓	✓	Damaris Schwaiger, ElmarFleck		<u>43</u>

SPECIAL FIELDS

LEADERSHIP – FOR EXECUTIVES AND HIGH POTENTIALS

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
EXPERTS PROGRAMME	This is a holistic development programme for experts to boost their self-management skills, practical orientation and informal leadership skills.	✓		Elmar Fleck, Christopher Schrenk	✓	44
DIALOGUE CULTURE	DIALOGUE CULTURE refers to the way that people communicate with each other. This includes verbal and non-verbal communication, listening and respecting social norms and values. In a business context, a healthy dialogue culture is essential to avoid misunderstandings and ensure effective collaboration.	✓		Damaris Schwaiger		45
HEALTH-FOCUSED LEADERSHIP	How can managers promote psychological wellbeing, prevent stress and create a motivating and healthy working environment?	✓	✓	Werner Landsgesell		46
AGILE LEADERSHIP	A new approach to leadership: Act dynamically, share responsibility, provide orientation – for teams that can master change scenarios.	✓	✓	Christopher Schrenk	✓	47

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TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
MENTORING	The implementation of active Mentoring in the company can make a positive impact on the development of aspiring leaders and key personnel. In this workshop the main basic know-how to establish successful Mentor-Mentee relationships, is worked out.	✓	✓	Elmar Fleck, Sara Montagnolli		<u>48</u>
STATE MANAGEMENT FOR MANAGERS	The change of the inner state (=attitude) in order to generate a desired result on the outside (=action).	✓		Elmar Fleck, Werner Landsgesell		<u>49</u>
EMOTIONAL INTELLIGENCE	Home office and digitalisation require the further development of soft skills to ensure successful leadership. This journey conveys, accompanies and supports the development of emotional intelligence for managers and leaders	✓		Werner Landsgesell, Damaris Schwaiger		<u>50</u>
GOAL-ORIENTATED COACHING: ACHIEVING RESULTS AND REACHING GOALS	Our professional role is one of the main roles in our lives. Techniques from psychology and acting are the perfect tools to bring your role to life.	✓		Werner Landsgesell, Elmar Fleck		<u>51</u>

SPECIAL FIELDS

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TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
COACHING – CHANGE MANAGEMENT	Constant change in the world of work and beyond poses challenges and requires agility. Coaching offers support on your path to success and identifying your potential while remaining in balance.	✓	✓	Ian Foster	✓	<u>52</u>
EXECUTIVE COACHING 2.0	Having an experienced business coach at your side can be the key to clarifying important issues in day-to-day business life, constructively clarifying strategic aspects and forging plans for the future.	✓	✓	Ian Foster	✓	<u>53</u>
LEADERS AS COACHES	Coaching as a management style can be a key to success. Discover how easy-to-learn coaching methods can support you in guiding and elevating your team and/or direct reports to even greater performance levels.	✓	✓	Ian Foster, Elmar Fleck	✓	<u>54</u>
OKR'S FOR LEADERS: TRANSPARENCY AND MOTIVATION	OKRs (Objectives and Key Results) is a goal-defining framework intended to encourage a company to define and communicate comprehensive organisational goals and outputs. This framework provides full transparency with regard to all corporate, departmental and team objectives, each of which is carefully aligned and measurable.	✓	✓	Lukas Hetzendorfer	✓	<u>55</u>

SPECIAL FIELDS

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TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
MBO 2.0: MANAGEMENT BY OKRS	Modern goal setting: Combine OKR and MbO to create effective, agile and motivating leadership.	✓	✓	Christopher Schrenk	✓	<u>56</u>
MANAGEMENT RETREAT	Facilitating and moderating your management retreat.	✓		Damaris Schwaiger, Elmar Fleck		<u>57</u>
AI TRAINING BASED ON THE EU AI ACT	Acquire your certification through our intensive two-day course based on the requirements defined in the EU Artificial Intelligence Act.	✓	✓	Roman Eckschlager	✓	<u>58</u>
THE POWER OF THE COMMUNITY	The best strategies for effective community management, from establishing to successfully maintaining your community.	✓	✓	Roman Eckschlager	✓	<u>59</u>

SPECIAL FIELDS

LEADERSHIP – FOR EXECUTIVES AND HIGH POTENTIALS

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
HUMAN BY DESIGN	In the Digital Age, it is decisive to remain human. Which future skills are necessary in order to work with AI and at the same time make one's mark as a human rather than being replaced by AI?	✓	✓	Roman Eckschlager	✓	60
POSITIVE LEADERSHIP	Discover 'Positive Leadership' as a modern approach to leading companies and teams. You will also have an opportunity to analyse and boost your leadership skills using scientifically proven tools such as the PERMA-Lead® Profiler.	✓		Werner Landsgesell		61
EFFECTIVE GROUP DISCUSSIONS	Discover how, based on theoretical principles, practical exercises and direct feedback rounds, you can effectively implement group discussions at your company and benefit from their independent design and moderation.	✓	✓	Julia Krall		62
FROM IDEATION TO CONCEPT DEVELOPMENT	Develop convincing product concepts: A workshop covering the steps from idea generation to concept development and validation.	✓	✓	Julia Krall		63
RATIONAL DECISIONS IN DAY-TO-DAY BUSINESS	Practical case studies and interactive exercises allow them to learn how to analyse complex circumstances, weigh up different options and make well-founded decisions.	✓	✓	Christopher Schrenk	✓	64

SPECIAL FIELDS

BUSINESS SKILLS - SUPPORT YOUR EXECUTIVES AND EMPLOYEES

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
TIME AND SELF MANAGEMENT	Boost effective time management. Effectively define priorities for yourself and your team(s). Make pressure and productivity manageable and plannable as a result.	✓	✓	Christopher Schrenk	✓	66
SELF-MANAGEMENT IN THE HOME OFFICE	The secrets of a perfectly organised home office. Learn to work focussed, effectively and systematically despite a home-office environment.	✓	✓	Christopher Schrenk	✓	67
PROJECT MANAGEMENT	Discover the methods which will allow you to immediately launch your projects. Participants also receive checklists, tools and practical tips for ensuring successful collaboration within project teams over the course of project implementation.	✓	✓	Christopher Schrenk	✓	68
AGILE PROJECT MANAGEMENT	Agile project management enables people to jointly tackle complex problems and at the same time deliver top-quality and creative products.	✓	✓	Christopher Schrenk	✓	69

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TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
MANAGE GOALS AND PRIORITIES	Managing yourself and others effectively starts with goal setting. Razor-sharp focus and crystal-clear priorities form the foundation for effectiveness and efficiency.	✓	✓	Clemens Doppler, Christopher Schrenk	✓	<u>70</u>
GOALS — FOCUS — MOTIVATION	"Only those who know their goal will find the way!" Only then can we focus on the set goal, motivate ourselves and follow up with action.	✓		Clemens Doppler, Sara Montagnolli	✓	<u>71</u>
CONFLICT MANAGEMENT — SUCCESSFUL COLLABORATION IN TEAMS	Conflicts are part of life. The recognition of patterns, needs and interests, as well as the potential of a constructive way of dealing with conflicts is taught in a practical and needs-oriented way.	✓		Damaris Schwaiger, Martin Knopf, Sara Montagnolli		<u>72</u>
HABITUAL HUMAN BEING: ESTABLISHING NEW BEHAVIOURS FOR LONG-TERM GOALS	Who wouldn't like to start the working day highly motivated and full of energy? In reality, it's always our cherished habits that take over and throw a spanner in the works.	✓	✓	Clemens Doppler, Christopher Schrenk, Elmar Fleck	✓	<u>73</u>

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BUSINESS SKILLS - SUPPORT YOUR EXECUTIVES AND EMPLOYEES

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
MOTIVATION THROUGH VISION	Motivation through vision refers to how having a clear, inspirational image of a goal or a future perception can motivate us to passionately pursue our goals, overcome obstacles and reach these defined goals.	✓		Clemens Doppler, Sara Montagnolli	✓	<u>74</u>
ESCAPE THE STRESS TRAP	Pressure and stress are constant companions in both our private and professional lives. Although they are often perceived as being the same, they are fundamentally different in terms of their significance and impact on our wellbeing.	✓		Clemens Doppler	✓	<u>75</u>
BEYOND LIMITS	Managing ourselves and others starts with setting our own goals. A razor-sharp focus and crystal-clear priorities form the basis for effectiveness and efficiency.	✓		Clemens Doppler	✓	<u>76</u>
THE NEW FEEDBACK CULTURE	The aim is for participants to understand and apply the principles and skills of giving and receiving feedback. They will learn how to give constructive feedback and how they can accept feedback as a means of promoting their personal and professional development.	✓		Lukas Hetzendorfer		<u>77</u>

SPECIAL FIELDS

BUSINESS SKILLS - SUPPORT YOUR EXECUTIVES AND EMPLOYEES

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
SUCCESSFUL NEGOTIATION IN DAY-TO-DAY BUSINESS	Besides the scientific basis, participants also acquire and practice using effective negotiation tools in realistic simulations.	✓		Ian Foster	✓	<u>78</u>
NEGOTIATION SKILLS FOR THE CONSTRUCTION AND REAL ESTATE SECTORS	Professional negotiation is a key success factor when it comes to managing real estate projects, particularly when facing rising time and cost pressures. Constructively resolve conflicts through interest-based communication.	✓		Ian Foster, Martin Knopf	✓	<u>79</u>
QUICK-WITTEDNESS: CONFIDENT AND CONVINCING	This workshop transfers the skills needed for dealing with unexpected situations, maintaining your composure and the ability to react while also boosting your flexibility and repartee.	✓	✓	Werner Landsgesell		<u>80</u>
CHARISMA AND PRESENCE	Essential body language skills, the perfect setting for online contact, lighting, background, acoustics.	✓		Werner Landsgesell, Lukas Hetzendorfer	✓	<u>81</u>

SPECIAL FIELDS

BUSINESS SKILLS - SUPPORT YOUR EXECUTIVES AND EMPLOYEES

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
RESILIENCE - WITHSTANDING CRISIS	Self-reflection is the starting point for identifying one's own "trigger" points and for finding a productive way of dealing with resistance, inner attitudes and sources of energy in order to increase one's own resilience.	✓		Werner Landsgesell, Sara Montagnolli		<u>82</u>
360 DEGREE STRESS MANAGEMENT	This B2B workshop combines elements from all three pillars of effective stress management: mental training, work management and relaxation training.	✓	✓	Christopher Schrenk	✓	<u>83</u>
BURNOUT PREVENTION	Based on neurological and psychological fundamentals, proactive stress management is learned through productive, cognitive, palliative and emotional stress management techniques.	✓		Werner Landsgesell, Christopher Schrenk	✓	<u>84</u>
DEALING WITH SETBACKS	Everyone is confronted with setbacks at some point in their (working) life. Only when we manage to stand by our principles even in difficult phases and deliver our best performance can we speak of sustainable success.	✓		Clemens Doppler, Sara Montagnolli	✓	<u>85</u>
BRAINTRAINING	Our training is based on the latest scientific findings and demonstrates how your brain learns and stores information. Find out how you can increase your learning skills, improve your concentration levels and keep your memory fit over the long term.	✓	✓	Christopher Schrenk	✓	<u>86</u>

SPECIAL FIELDS

BUSINESS SKILLS - SUPPORT YOUR EXECUTIVES AND EMPLOYEES

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
PRESENT WITH POWER	Boost your personal impact and effectively sell yourself, your products/solutions and your ideas.	✓		Ian Foster, Lukas Hetzendorfer	✓	<u>87</u>
TRAIN THE TRAINER	The training course for on-boarding personnel and in-house trainers.	✓	teilweise	Damaris Schwaiger, Christopher Schrenk, Werner Landsgesell, Elmar Fleck		<u>88</u>
RHETORIC, VOICE AND SPEECH: SOUND AND COME ACROSS CONVINCINGLY	Boost your communication skills through the targeted use of words, body language and your voice – tailored to you and your environment.	✓		Werner Landsgesell		<u>89</u>
STORYTELLING WITH A SOUL	Discover the power of authentic storytelling: “Stimulate emotions, create connections and touch people on a deeper level”. Identify, experience and create: for more effective communication.	✓		Andreas Lichtblau		<u>90</u>

SPECIAL FIELDS

BUSINESS SKILLS - SUPPORT YOUR EXECUTIVES AND EMPLOYEES

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
FINANCE & CONTROLLING BASICS	In order to choose the best economical way, it is essential to be able to read and understand financial indicators.	✓	✓	Christopher Schrenk		<u>91</u>
BUSINESS ADMINISTRATION BASICS	Every decision made in companies contains business aspects - for everyone, whether clerk or team leader, expert or career changer: Everyone is confronted with economic decisions.	✓	✓	Christopher Schrenk		<u>92</u>
MINDSET AND SUCCESS - THE CORRELATIONS	The "right" mindset is one of the most relevant indicators of professional success. But what is the "right" mindset? The individual definition requires in-depth self-reflection and observation. In the context of this format, strategies for mindset development are taught and developed.	✓		Damaris Schwaiger, Andreas Lichtblau		<u>93</u>
SELFRETREAT – THINKING OUT OF THE BOX	The experience of leaving your comfort zone often only becomes clear in a suitable environment and therefore requires a certain degree of distance so that you can appreciate how close you are to your goals. Having the courage to pause is the key to discovering answers in silence which otherwise remain hidden in everyday life.	✓		Andreas Lichtblau		<u>94</u>

SPECIAL FIELDS

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TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
ARTIFICIAL INTELLIGENCE: FUTURE INSIGHTS	Discover the transformational power of artificial intelligence in this exclusive 4-hour introductory workshop. We initially provide you with a detailed overview of the principles, the development and the latest trends in artificial intelligence.	✓	✓	Roman Eckschlager	✓	<u>95</u>
DEPLOYING AI IN MARKETING	Gain a comprehensive overview of the latest developments and trends in the area of AI and their application in marketing.	✓	✓	Roman Eckschlager	✓	<u>96</u>
DEPLOYING AI IN HR	Practical use cases allow you to see how successful companies deploy AI tools to develop accelerate recruiting processes, improve employee loyalty and promote personnel development.	✓	✓	Roman Eckschlager	✓	<u>97</u>
PERSONA-BASED CUSTOMER JOURNEY	Discover how to use personas to optimise the user experience at all touchpoints on the customer journey.	✓	✓	Julia Krall		<u>98</u>
SIMPLICITY - THE PATH TO SIMPLE SOLUTIONS	Free yourself from unnecessary complexity and achieve more clarity, efficiency and flexibility in everyday business life by systematically simplifying your life.	✓	✓	Cosima Eirich		<u>99</u>

SPECIAL FIELDS

BUSINESS SKILLS - SUPPORT YOUR EXECUTIVES AND EMPLOYEES

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
MS EXCEL BASIS	Save time and work more efficiently with Excel! Optimal for everyone who has only little to basic knowledge and would like to become more confident in using Excel with little time expenditure.	✓	✓	Christopher Schrenk		100
MS WORD BASIS	As well-known as Microsoft Word is, there are many secrets hidden in this well-designed program. In this seminar, participants will learn everything about the most important functions and basics of Word. In addition, we provide keyboard shortcuts as well as tips and tricks that simplify everyday work.	✓	✓	Christopher Schrenk		101
EFFICIENT USE OF MS OUTLOOK	Improved self-management applied and implemented directly in the workplace. The many tricks MS Outlook offers us can work wonders when it comes to increasing efficiency and teamwork.	✓	✓	Christopher Schrenk	✓	102
BUSINESS ENGLISH	Learn Business English the smart way. You're not children and we're not school teachers. Our trainers understand the world of business and know that what matters is getting the job done effectively.	✓	✓	Team AAC (Ian Foster, James MacGregor)	✓	103

SPECIAL FIELDS

SALES - PUSH YOUR SALES

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
SALES FOR KEY ACCOUNT MANAGERS — 1	This workshop focuses on the skills needed in the 3rd millennium for success in the 'New Worldof Sales', dispelling myths and developing the right mindset.	✓		Damaris Schwaiger, Lukas Hetzendorfer	✓	105
SALES FOR KEY ACCOUNT MANAGERS — 2	Follow-up after the transfer phase, best practices and focussing on the mindset	✓		Damaris Schwaiger, Lukas Hetzendorfer	✓	106
SOCIAL SELLING VIA LINKEDIN	Modern social selling combines referral marketing with a storytelling strategy. Sales generate and qualify their own leads with the help of new marketing disciplines and tools.	✓	✓	Roman Eckschlager, Lukas Hetzendorfer	✓	107
DIGITAL SALES AND MARKETING	Traditional sales methods are reaching their limits. In this format, you will learn what roles technology and data play in the sales process and what key competences successful sales teams will need in the future.	✓	✓	Roman Eckschlager, Lukas Hetzendorfer	✓	108
DEPLOYING AI IN SALES	Find out which AI-based tools and technologies you can use to fine tune your sales strategies and achieve better results	✓	✓	Roman Eckschlager	✓	109

SPECIAL FIELDS

SALES - PUSH YOUR SALES

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
DIGITAL NETWORKING AND COMMUNITY MANAGEMENT	Here you will learn how to build and maintain your own community. You will receive tips and tricks for community management and strategies for avoiding digital hostility. Enthusiastic customers have the greatest appeal and impact on future business. Communities can help to generate, strengthen and communicate this enthusiasm.	✓	✓	Roman Eckschlager, Lukas Hetzendorfer	✓	110
SALES JUNIOR — THE HOLLYWOOD-METHOD	For newcomers and career changers: Based on the techniques of the Actors Academies in the USA, this programme provides an in-depth understanding of the importance of roles, staging, persuasion and mindset acquired from experienced sales professionals, heads of sales and actors as well as fundamental sales skills such as sales psychology, presentation, acquisitions, closing, dealing with objections and the like.	✓		Damaris Schwaiger, Werner Landsgesell,		111
SALES MASTER — THE HOLLYWOOD-METHOD	For 'old hands' in sales, heads of sales and KAMs with at least 3 years of experience Unconventional, sustainable methods are used to strengthen the mindset and boost your resources to tackle the challenges and changes in the world of sales in the 21st Century. Methods from the Actors Academies in the USA enrich your skills of persuasion, winning over others and binding customers. This 8-month programme finishes with a contest and a certificate as a Sales Master.	✓		Damaris Schwaiger, Werner Landsgesell,		112

SPECIAL FIELDS

SALES - PUSH YOUR SALES

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
PHONE ACQUISITION & SALES	The fundamentals of successful customer acquisition on the phone.	✓	✓	Damaris Schwaiger		113
DEALING WITH OBJECTIONS	Learn professional strategies and promote individuals' resources to facilitate solution-oriented communication.	✓	✓	Damaris Schwaiger		114
TELEPHONE-BASED CUSTOMER SUPPORT	This programme covers the unique aspects of telephone-based customer contact.	Workplace -training		Damaris Schwaiger, Andreas Lichtblau		115
DE-ESCALATION DURING TELEPHONE-BASED CUSTOMER CONTACTS	Employees are increasingly subjected to verbal aggression when talking to customers on the phone. The structured support provided during this programme enables employees to develop de-escalation skills and set personal boundaries.	✓		Damaris Schwaiger		116

SPECIAL FIELDS

TEAMS - STRENGTHEN YOUR TEAMS

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
TEAM DEVELOPMENT - CONSTRUCTIVE COOPERATION IN VOLATILE TIMES	By means of emphatic and practice-oriented methods, teams are supported to continue/restore constructive, productive and appreciative cooperation despite constant external and internal changes.	✓		Damaris Schwaiger, Ian Foster	✓	118
TEAMBUILDING WITH IN-BUILT FUN FACTOR	Team and task gap analysis. What are the strengths of your team? Where are their skill gaps or mismatches? Give your team(s) a boost to the next level.	✓		Ian Foster, Clemens Doppler, Damaris Schwaiger	✓	119
THE XY-FILES, SOLVED	A humour-based workshop to promote better understanding between the sexes.	✓		Damaris Schwaiger, Martin Knopf		120
DIVERSITY	Diversity put into practice within a company shapes the corporate culture, highlights social skills and contributes to the company's commercial success. Based on practical learnings and studies, appropriate steps are defined in addition to a realistic and implementable action plan.	✓		Lukas Hetzendorfer, Sara Montagnoli, Werner Landsgesell, Martin Knopf	✓	121

SPECIAL FIELDS

TEAMS - STRENGTHEN YOUR TEAMS

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
CULTURE CLASH - AVOIDING MISUNDERSTANDINGS AND BUILDING RELATIONSHIPS	This seminar does not teach dos and don'ts but creates understanding for human diversity. Learn to navigate within this diversity by learning to communicate and reflect properly.	✓		Martin Knopf		122
GENERATION MANAGEMENT	Every generation offers its own specific advantages, which is why all employees and the company as a whole can benefit from proactive generation management. An understanding of the different intrinsic values, objectives and approaches of the various generations and age groups is promoted as the key to more effective collaboration and the transfer of in-company expertise.	✓		Lukas Hetzendorfer		123
OUTDOOR TEAMBUILDING FOR HIGH-PERFORMANCE	Whether for a company outing, for customer or supplier events, at the end of a training measure or for team or management development, a varied, exciting outdoor training is designed to suit the participants.	✓		Sara Montagnolli, Clemens Doppler, Christopher Schrenk	✓	124
HIGH IMPACT TEAMS	Productive collaboration based on clear structures, smart processes and shared responsibility – for less stress in everyday business life.	✓	✓	Christopher Schrenk	✓	125

SPECIAL FIELDS

TEAMS - STRENGTHEN YOUR TEAMS

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
TEAMWORK MAKES THE DREAM WORK	It is often the same challenges that teams face in professional sport and business – regardless of whether the teams are large or small.	✓		Clemens Doppler	✓	126
DIFFICULT DISCUSSIONS	The key is to identify and address key issues at any early stage in order to jointly work on a solution instead of allowing a conflict to develop.	✓	✓	Martin Knopf. Werner Landsgesell		127
HAPPINESS MANAGEMENT – ESCAPE THE RAT RACE	Happiness management is an innovative concept which combines scientific findings with practical exercises to increase your personal sense of happiness and satisfaction with life as the basis for professional success.	✓	✓	Lukas Hetzendorfer, Werner Landsgesell	✓	128
PURPOSE-DRIVEN AND RESPECT-BASED COMMUNICATION	Starting with basic communication skills such as ‘I statements’ and the sender-receiver model, this workshop moves on the explore more challenging communication scenarios. After practising the basics, we progress to giving criticism and feedback, with training and exercises being based on specific communication approaches to acquire the skills needed to effectively speak with others even in challenging situations.	✓		Damaris Schwaiger, Andreas Lichtblau	✓	129

SPECIAL FIELDS

BUSINESS CULTURE - BUILD ON YOUR COMPANY-WIDE STRENGTHS

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
CULTURE OF INNOVATION	The programme helps companies develop new ways of thinking, improve creative problem-solving skills and generate innovative ideas. It seeks to strengthen innovation skills in order to respond flexibly to market changes and to use new technologies.	✓		Lukas Hetzendorfer	✓	131
INTRAPRENEURSHIP — ENTREPRENEURIAL MINDSET AND ACTION FOR EMPLOYEES	Intrapreneurship is the key to your employees thinking and acting like entrepreneurs. The aim is for this innovation from the inside not only to generate ideas making your company fit for the future but also to have a positive impact on employee retention and recruitment.	✓		Christopher Schrenk	✓	132
INNOVATIVE RECRUITING INTERVIEWS	The labour market is empty, and vacancies are difficult to fill? Learn how to conduct innovative interviews to more easily attract qualified employees.	✓	✓	Elmar Fleck		133
PSYCHOLOGICAL HYGIENE	Easy-to-implement methods for day-to-day mental hygiene to increase balance, resilience and wellbeing in everyday business life.	✓	✓	Werner Landsgesell		134

SPECIAL FIELDS

BUSINESS CULTURE - BUILD ON YOUR COMPANY-WIDE STRENGTHS

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
FEMALE EMPOWERMENT COURAGE. VOICE. IMPACT. EMPOWERMENT, VISIBILITY AND NETWORKING.	Ways to increase self-esteem and thus develop an authentic and relaxed appearance as well as knowledge about one's own effect on the environment, insights into the differences between female and male communication patterns and behaviour, as well as the transfer of know-how in the field of communication, body language, use of voice and conflict resolution are conveyed.	✓		Sara Montagnolli, Julia Cencig		135
CHANGE MANAGEMENT IN TEAMS	Your objective basis for an agile future. This training supports you during your change process(s) with expertise and tools to adjust to constant change in the world of work.	✓	✓	Ian Foster	✓	136
ERROR CULTURE	According to Amy Edmondson from Harvard Business School, high-performing teams are characterised by a vibrant error culture based on psychological security. We support your managers in creating a basis for good collaboration and team spirit.	✓		Andreas Lichtblau, Christopher Schrenk, Sara Montagnolli		137
LEGO SERIOUS PLAY	The creative methods of Lego Serious Play stimulate participants to think creatively and multidimensionally. This method addresses all our senses, which helps us anchor the outputs in stories and images.	✓		Damaris Schwaiger		138

SPECIAL FIELDS

BUSINESS CULTURE - BUILD ON YOUR COMPANY-WIDE STRENGTHS

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
FOCUS ON INTERSECTIONALITY	Better understand the realities of life faced by different people and, building on this, develop offerings which address their diverse needs more effectively.	✓		Martin Knopf		139
THE DIVERSITY WORKSHOP	A conscious approach to managing diversity at the workplace boosts collaboration and promotes an inclusive corporate culture. Interactive methods and practical strategies allow participants to overcome prejudices and constructively resolve conflicts in diverse teams.	✓	✓	Lukas Hetzendorfer, Julia Cencig, Martin Knopf, Werner Landsgesell	✓	140
SOCIAL MEDIA – PRIVATE AND BUSINESS. RESPONSIBLE APPROACH	Social media – private focus: Responsibility instead of seduction.	✓	✓	Lukas Hetzendorfer	✓	141

SPECIAL FIELDS

BUSINESS CULTURE - BUILD ON YOUR COMPANY-WIDE STRENGTHS

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
PRO-ACTIVE CRISIS MANAGEMENT	Pro-active crisis management to deal effectively with challenging situations.	✓	✓	Elmar Fleck	✓	142
SUSTAINABILITY — INFORMATION & INSPIRATION FOR COMPANIES	The purpose of this presentation is to provide a compact overview of the origins, characteristics and consequences of sustainability. In the subsequent discussion, the immediate effects on companies such as sustainability reports for banks or auditors or on employer branding will be discussed.	✓	✓	Cooperation with experts from the FH Wr. Neustadt / Campus Wieselburg	✓	143
CIRCULAR INSTEAD OF LINEAR — OPPORTUNITIES OF CIRCULAR ECONOMY	The circular economy will play an important role in the implementation of EU's "Green Deal". What is it really about, what are the opportunities and risks and what best practice examples are there? In this workshop we offer exciting information & inspiration for this important future topic!	✓	✓	Cooperation with experts from the FH Wr. Neustadt / Campus Wieselburg	✓	144

SPECIAL FIELDS

BUSINESS CULTURE - BUILD ON YOUR COMPANY-WIDE STRENGTHS

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
WHY COMPLIANCE?	The word "compliance" is often heard in the corporate environment. But what is behind it? What does compliance actually mean? What is its purpose and when is a company actually compliant?	✓	✓	Georg Royer		145
IMPLEMENTATION OF CMS	Do you want to implement a (certified) compliance management system in your company? This is an extensive process, which is, however, very essential. From risk analysis to the creation of a Code of Conduct to awareness raising at all levels.	✓	partially	Georg Royer, Damaris Schwaiger		146
COMPLIANCE AS A VIVID STANDARD WITHIN THE COMPANY	There is a Code of Conduct in the company, but no employee knows about it (let alone its content)? Compliance management systems are of no use if they only exist on paper.	✓	✓	Georg Royer, Damaris Schwaiger		147
AVOID LIABILITIES	Mistakes are human. However, mistakes are often followed by liabilities - ranging from compensation payments to fines and other penalties. In this seminar, you will learn how to avoid these liabilities.	✓	✓	Georg Royer		148

SPECIAL FIELDS CONSULTATION

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
ORGANISATIONAL DEVELOPMENT	Companies are living organisms which need to change constantly in response to external or internal factors in order to remain future-oriented. Let us support you by means of training to convey expertise about organisational development and provide support and consulting during the implementation phase.	✓		Damaris Schwaiger, Elmar Fleck		150
PERMA-LEAD®: LEADERSHIP POTENTIAL AND ORGANISATIONAL CULTURE ANALYSIS	PERMA-Lead® is a positive leadership approach developed by business and organisational psychologist Dr Markus Ebner, which describes specific leadership behaviours that have a positive influence on employees.	✓	✓	Werner Landsgesell	✓	151
PROCESS MINING	The aim of process mining is to support companies during the analysis and optimisation of their business processes by means of data-based methods.	✓	✓	Christopher Schrenk	✓	152
PROCESS MANAGEMENT	This process management format aims to boost participants' skills and understanding in the areas of systemic analysis, optimisation and the management of business processes.	✓	✓	Christopher Schrenk	✓	153

SPECIAL FIELDS

CONSULTATION

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
SUCCESSFULLY MASTERING STRUCTURAL CHANGES	We will support you from the initial idea through to complete implementation. We attach particular importance here to transparent communication, close collaboration with all those involved and the development of tailor-made solutions.	✓	✓	Christopher Schrenk	✓	154
AI-VOLUTION WORKSHOP: FROM STRATEGY TO IMPLEMENTATION	This comprehensive workshop guides you from the basic principles to the specific implementation of AI solutions at your company.	✓	✓	Roman Eckschlager	✓	155
BUSINESS THEATRE	An external view of them playing their roles enables participants to compare their own perceptions and those of others, to gain new perspectives and think out-of-the-box.	✓		Werner Landsgesell, Julia Cencig		156
BUSINESS MEDIATION & CONFLICT MODERATION	In times of increasing polarization and conflicts, business mediation can make a major contribution as a cost-effective process for arbitrating disputes.	✓	✓	Martin Knopf	✓	157

SPECIAL FIELDS CONSULTATION

TITLE	DESCRIPTION	FACE-TO-FACE	ONLINE	EXPERT/S	ENGLISH	PAGE
CONSUMER INSIGHTS	Obtain insights from data and incorporate these into target-focused marketing activities.	✓	✓	Julia Krall		158
CUSTOMER CENTRICITY	An in-depth understanding of target groups and their needs forms the basis for effective corporate and marketing strategies.	✓	✓	Julia Krall		159
EFFECTIVE QUESTIONNAIRE DESIGN	Do you need considerable information, want to define action based on comprehensive customer feedback and make data-based decisions?	✓	✓	Julia Krall		160

SPECIAL FIELDS

**FOR EXECUTIVES AND HIGH
POTENTIALS**

...

LEADERSHIP



LEADERSHIP AND MANAGEMENT

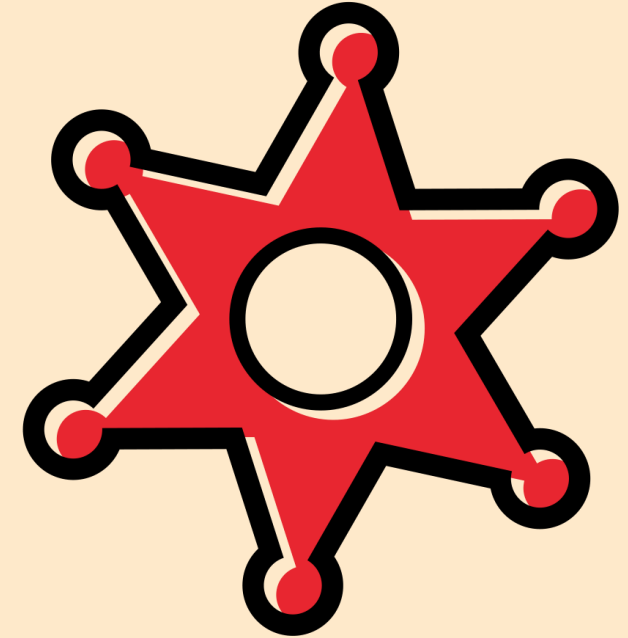
THINK AND ACT WITH AN ENTREPRENEURIAL MINDSET

Entrepreneurs exhibit outstanding execution skills which often make the difference between success and failure. These qualities can be learned and, with the right execution, also have a positive impact in larger organisations.

- 💡 Understand the mindset of successful entrepreneurs
- 💡 Change behaviour when challenges arise
- 💡 Awareness of the possibilities of thinking and acting more entrepreneurially

METHOD

- 💡 Theoretical inputs with examples of successful entrepreneurs
- 💡 Develop your own action alternatives interactively
- 💡 Exchange experiences with other leaders
- 💡 Playfully learn new skills



ELMAR FLECK

- 💡 HR and management expert at national and international players
- 💡 Multiple entrepreneur
- 💡 Business coach and trainer
- 💡 An HR expert with many years of experience in personnel development and change management with a strong focus on interpersonal communication

TIME AND PRIORITY MANAGEMENT FOR LEADERS

The aim here is to boost effective self-management skills and increase productivity as a result. This format is particularly designed for leaders who want to learn to more efficiently design and structure their own everyday business life and that of their teams. The introduction of new, more healthy working methods creates a freer and more relaxed working environment in which both managers and their employees' benefit. Participants receive tools and strategies with which to proactively plan and successfully undertake their tasks.

CONTENTS

- ♥ Plannable productivity
- ♥ Effective teamwork
- ♥ Prioritisation and time management
- ♥ Managing workloads and delegation
- ♥ Dealing with performance pressure and setbacks
- ♥ Productivity in a home-office environment



CHRISTOPHER SCHRENK

- ♥ Many years as a successful international business consultant
- ♥ Strong background in business, project and event management
- ♥ IPMA-certified project manager, PMA Award 2017
- ♥ Certified burn-out prevention trainer

REMOTE LEADERSHIP

TRUST-BASED AND GOAL-ORIENTED COLLABORATION

Collaborate online based on trust and aligned to goals. This workshop provides an overview of what matters when leading virtual teams.

- 📌 Understanding the changing requirements leaders have to meet
- 📌 Awareness of your own potential for successful remote leadership
- 📌 Define specific behaviour options

METHOD

- 📌 Theoretical inputs to understand new requirements
- 📌 Develop your own action alternatives interactively
- 📌 A toolbox
- 📌 Exchange experiences with other leaders
- 📌 Playfully learn new skills



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LEADERSHIP DEVELOPMENT

Our programme supports all (future) leaders in further developing their personal and professional skills. Practical modules and 1-2-1 support allow participants to acquire an in-depth understanding of and skills in the areas of leadership, communication and change management.

CONTENTS

- Leadership principles: Develop your personal leadership style and self-reflection
- Communication: Effective discussion management, feedback culture and conflict management
- Leadership: Motivation, delegation and employee development
- Change processes: Agile work and managing change

LEARNING GOALS

- Developing sustainable leadership skills
- Boosting social and emotional intelligence
- Acquiring new tools for successful leadership
- Promoting skills to shape change processes

TARGET GROUP

All (future) holders of senior positions aiming to further develop their leadership skills.

METHODS

- Interactive workshops
- Practical exercises
- Case studies
- 1-2-1 coaching sessions

Our tailor-made programmes support you in successfully designing and performing your leadership role and contribute to your company's success.



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- Facilitator of wide-ranging change and coaching processes
- Expert with many years' experience in executive coaching, presentations, leadership, teambuilding and negotiations
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- Certified burn-out prevention trainer

WELCOME TO MANAGAMENT

FROM EMPLOYEE TO MANAGER

The transition from being an expert to taking on a management role offers considerable potential but also many stumbling blocks. Particularly when a team member suddenly becomes the team lead. Good preparation and a clear understanding of the role form the basis for a successful transition.

- 📌 Understanding the new role requirements
- 📌 Focusing on your own attitude so as to maintain equilibrium
- 📌 Developing specific action-related options to be implemented in the management role

METHOD

- 📌 Theoretical inputs to appreciate changing requirements
- 📌 Interactive development of action plans
- 📌 Tried-and-tested tools
- 📌 Exchanging best practices with other managers
- 📌 Fun-based learning of new options



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PERSONALITY DEVELOPMENT FOR YOUNG LEADERS AND PROJECT MANAGERS

The holistic development of soft skills regarding communication, appearance, negotiation, mindset, leadership, employee and customer communication as well as role understanding provides the necessary "tools" for your young managers and project leaders to meet internal and external requirements. We design a development concept tailored to the needs of your company and your sector.

METHODS & CONTENT

- 📌 Theoretical inputs
- 📌 Communication principles
- 📌 Self/external perceptions
- 📌 Understanding of roles
- 📌 Negotiation technique & presentation
- 📌 Confident appearance
- 📌 Leadership basics
- 📌 Developing best practices



DAMARIS SCHWAIGER

- 📌 Business trainer / coach / consultant and conflict manager
- 📌 Expert for sales and communication, teambuilding, TTT courses, personal impact, voice, rhetoric, conflict management and dealing with objections



MARTIN KNOPF

- 📌 Many years' experience as a project manager
- 📌 Registered mediator
- 📌 Expert in the management of complex construction projects with international teams

HIGH POTENTIALS

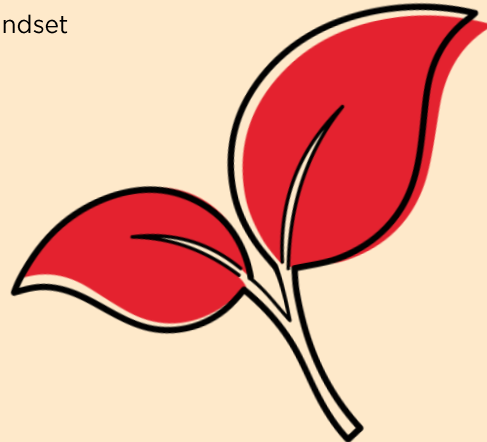
YOUNG TALENTS: THIS PROGRAMME PROFESSIONALLY DEVELOPS HIGH POTENTIALS

During this programme, your future leaders and experts will be guided and supported in a structured requirements-based manner on their development paths. This programme relies on a mix of internal and external activities leading to the optimal development steps.

- 📍 Internal and external monitoring
- 📍 Specific tasks and objectives
- 📍 Workshops, peer groups and other activities

METHODS

- 📍 Transfer of theoretical elements
- 📍 The principles of a systemic-constructivist mindset
- 📍 Observations and assessment
- 📍 Meta-level exercises
- 📍 Promotion of self-reflection



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GROUP DYNAMICS & META LEVEL

This training teaches executives the basics of the dynamics within a group structure. The workshop serves to promote awareness of the processes within your own teams. Teaching and practicing the adoption of a meta-position, clarity about one's own role and the basics of systemic-constructivist thinking.

METHOD

- 📌 Theoretical aspects
- 📌 Basics of systemic-constructivist thinking
- 📌 Observation & evaluation
- 📌 Exercise focusing on the meta-level
- 📌 Promotion of self-reflection



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EXPERTS PROGRAMME

Our experts programme is aimed at specifically and practically further developing experts in key positions. The focus is on establishing personal, social and entrepreneurial skills beyond pure expertise. Participants learn how to act effectively on their own initiative, accept responsibility and successfully shape their own area of influence. This modular programme combines theoretical inputs with practical applications, promotes self-management, resilience, communication and decision-making skills as well as helping participants hone their profiles as experts. Mentoring, project work and interactive workshops ensure the sustainable transfer of the newly acquired skills into everyday business life.



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- ♥ Certified burn-out prevention trainer

DIALOGUE CULTURE

Conveying a fundamental understanding of result- and solution-oriented dialogue management is the central aspect of this support-based programme. Based on tried-and-tested communication learnings, participants develop sustainable strategies to change the current dialogue culture at their company.

Aspects of a healthy dialogue culture

- ♥ Listening
- ♥ Clarity
- ♥ Empathy
- ♥ Respect

CONTENTS

- ♥ Communication
- ♥ Needs & values
- ♥ Map communication model
- ♥ Self- and third-party perception
- ♥ Blindspots & feedback
- ♥ Magical phrases
- ♥ Dealing with objections
- ♥ Questioning techniques
- ♥ Group dynamics
- ♥ Conflict – basics, behaviour, solutions & tools
- ♥ Initiating cultural change
- ♥ Meeting culture



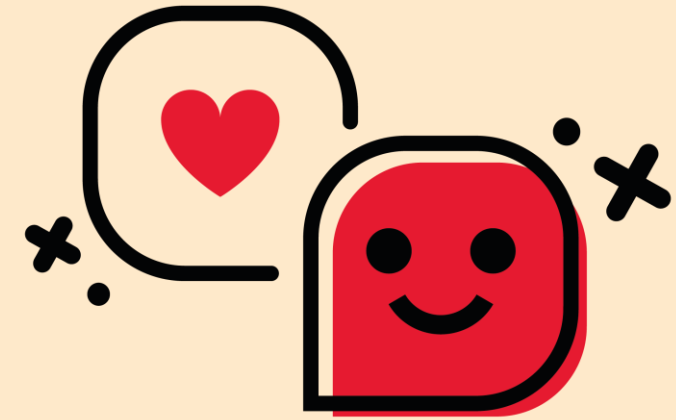
ANDREAS LICHTBLAU

- ♥ Konfliktmanagement
- ♥ Business-Trainer
- ♥ Experte für Sales und Kommunikation
- ♥ Teamentwicklungen & -building
- ♥ Persönlichkeitsentwicklung
- ♥ Einwandbehandlung
- ♥ Beschwerdemanagement
- ♥ Lehrlingsausbildung



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HEALTH-FOCUSED LEADERSHIP – PROMOTING PSYCHOLOGICAL RESILIENCE IN TEAMS

Healthy teams require leadership which provides the right working conditions. This workshop explains how managers can positively contribute to the psychological health of their teams. Participants learn how to identify the signs of stress early and how clear structures, appreciative communication and acting as a role model are the keys to a healthy working environment. Discover effective tools and take home practical inputs to bolster your teams and yourself. The result: more motivation, fewer sick days and a more resilient approach to stress and change.

CONTENTS

- ♥ The basics of healthy leadership
- ♥ Identify signs of stress
- ♥ Creating healthy working environments
- ♥ Tools for stress prevention
- ♥ Self-care for managers



WERNER LANDSGEßEL

- ♥ Business trainer/coach, certified PERMA-Lead consultant
- ♥ Many years' experience as an actor on stage and on TV
- ♥ Occupational and organisation psychologist, clinical psychologist
- ♥ An expert in combining psychology and acting skills in the area of interpersonal communication

AGILE LEADERSHIP

CLARITY, DYNAMICS AND SELF-RELIANCE

Agile leadership is aimed at managers who want to provide orientation in a dynamic environment and give their teams the ability to take on more responsibility and adapt to change. This workshop takes a practical approach to how leadership works best in an agile setting – with a clear stance, flexible methods and effective communication. Together, we will fine tune the leadership role in agile contexts, reflect on principles such as self-organisation, iterative planning and learning teams, and developing specific action-based strategies for everyday business.

CONTENTS

- Agile principles and their importance in modern leadership
- The role of leadership in an agile setting
- Empowerment and trust: effectively delegate responsibility
- Iterative goal setting and management with OKRs
- Decision-making in self-organised teams



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- Certified burn-out prevention trainer

MENTORING

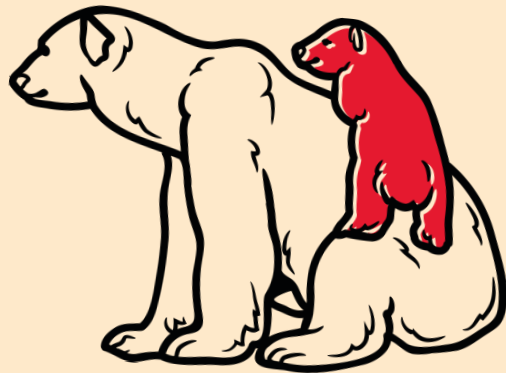
MEANINGFUL IN-COMPANY MENTORING

Introducing and implementing active mentoring at a company can have a decisive positive impact on the development of emerging leaders and key employees.

- Create clarity in the mentor and mentee role
- Recognise the framework, possibilities and also the limits of the mentoring relationship
- Learn to use established tools in active mentoring

METHOD

- Theoretical inputs on the mentor role and the mentoring relationship
- Group work on the development and use of mentoring tools
- Practice of meaningful mentoring conversations



SARA MONTAGNOLLI

- Mentoring & Leadership
- Teambuilding, Kommunikation & Motivation
- Durchhaltevermögen, Mut & Resilienz
- Female Empowerment & Frauen in Führungspositionen
- Parallelen zwischen Sport & Wirtschaft
- Konfliktmanagement & Mediation
- Gesundheit & Wellbeing



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STATE MANAGEMENT FOR MANAGERS

CHANGED INNER ATTITUDE FOR MORE POSITIVE RESULTS

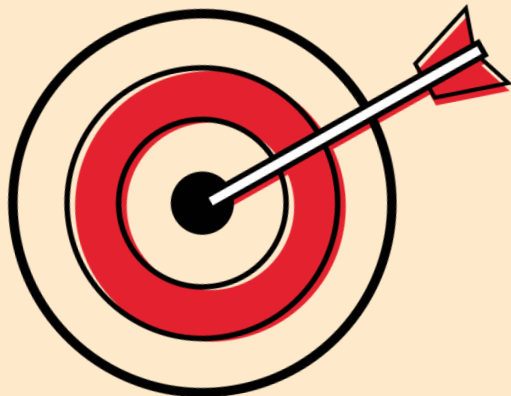
As a leadership executive, you are challenged to bring results in the interest of the company. Therefore, many managers work on expanding and improving their possibilities for action.

What if you could learn to actively manage your inner attitude as well and thus get into success-oriented action even more easily?

In this seminar you will learn the way to positive state management!

METHOD

- Development of the current inner attitude and challenges
- Learning tools for active state management
- Practising implementation possibilities and continuous improvement



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EMOTIONAL INTELLIGENCE

JOURNEY FOR EXECUTIVES

Digitalisation, technologisation and the accelerated pace of working life require executives to constantly develop soft skills in order to keep employees on track, to integrate new demands into their management style and to maintain stable productivity levels. The contents are taught based on current scientific studies.

CONTENTS

- 📌 Theoretical inputs
- 📌 Scientific tests
- 📌 Peer groups
- 📌 Transfer phases
- 📌 Soft skills
- 📌 Individual resource development
- 📌 Dissolution of beliefs



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GOAL-ORIENTATED COACHING: ACHIEVING RESULTS AND REACHING GOALS

Our professional role is one of the main roles in our lives. Techniques from psychology and acting are the perfect tools to bring your role to life. You, your company and also your team will benefit from this. With this coaching you learn to act clearly, charismatically and with presence. Instead of just playing a role, you can live your professional role. And thus convince your team, your negotiating partners, your audience and your colleagues with your performance.

METHOD

- 📌 Tailored methods from the fields of acting, systemic coaching, mental coaching, psychology



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COACHING CHANGE MANAGEMENT

Goals change over time. As a manager, you want to actively design and direct these changes and at the same time delegate important tasks to others.

Learn by means of a combination of proven coaching methods and change management tools how to design and align change management processes without having to do everything yourself.

METHOD

- 📌 Change management tools
- 📌 Tried-and-tested coaching methods
- 📌 Prepare a change roadmap
- 📌 How to support the process



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- 📌 Facilitator of wide-ranging change and coaching processes
- 📌 Expert with many years' experience in executive coaching, presentations, leadership, teambuilding and negotiations
- 📌 Visiting lecturer at various universities

EXECUTIVE COACHING 2.0

See the woods again despite all the trees! Coaching as a compass to your goals.

Leadership can be a lonely business. Where can you get objective inputs within your organisation on delicate and/or important issues without sticking your neck out? This is where I come into play as an external business coach. With an experienced sparring partner at your side, you have the opportunity to constructively examine the important issues in your day-to-day business life and forge future-proof plans – face-to-face or online.

METHOD

- 📌 Tried-and-tested coaching tools, worksheets and templates
- 📌 Documentation and tracking of important learnings and self-defined tasks
- 📌 Generate decisions, solutions and clarity
- 📌 100% confidentiality



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LEADERS AS COACHES

Coaching skills which can sustainably boost your success as a leader.

Coaching skills are indispensable for leaders when it comes to successfully and sustainably establishing transformative leadership within a company. This course teaches:

- 📌 A coaching mindset
- 📌 Setting, boundaries and possibilities
- 📌 Intervention options
- 📌 Coaching tools
- 📌 Application in special areas



METHODS

- 📌 Theoretical inputs
- 📌 Practical exercises and experience-based learning
- 📌 Feedback and feedforward (self-reflection, peer and from the trainer)
- 📌 Learning-by-doing based on regular practice coaching sessions



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- 📌 Expert with many years' experience in executive coaching, presentations, leadership, teambuilding and negotiations
- 📌 Visiting lecturer at various universities

OKR'S A LA GOOGLE

SIMPLE, MODERN AND EFFECTIVE METHODS FOR REACHING GOALS

OKR stands for 'Objectives and Key Results' and is an effective goal-setting and management tool. It is relied on by some of the world's leading organisations to define and implement their strategies. OKRs enable holistic planning within a company at all levels.

Let us support you in establishing this tool at your organisation.

METHOD

- 📌 Discover and understand OKRs
- 📌 Develop an appropriate approach to establishing OKRs at your company
- 📌 Focus on the most important strategic goals
- 📌 Training for all personnel



LUKAS HETZENDORFER

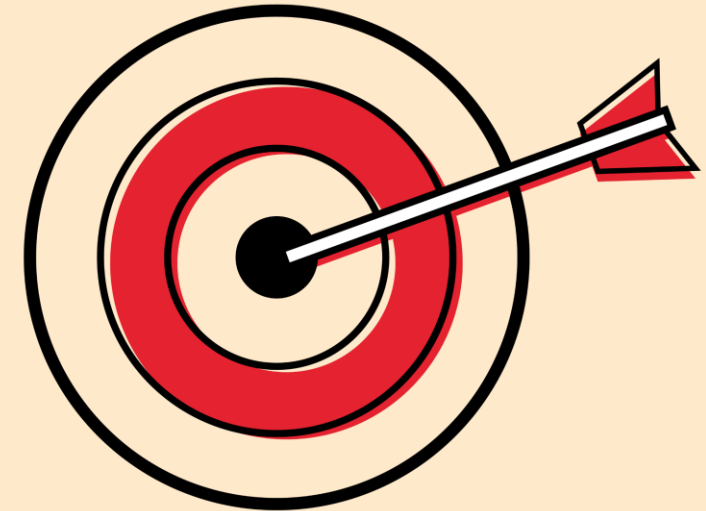
- 📌 Marketing Expert trained by Google and T-Mobile
- 📌 Sales, with a focus on digitalisation
- 📌 Corporate culture, leadership and New Work

MBO 2.0 – MANAGEMENT BY OBJECTIVES REVAMPED: OKR MEETS MBO

MbO 2.0 brings goal setting into the modern age: We combine the structured mindset of management by objectives (MbO) with the dynamics and agility of the OKR method (Objectives & Key Results). During this workshop, managers learn how they can combine clear strategic goals with flexible implementation, integrate teams efficiently and encourage others to take responsibility for outcomes. The focus is on effectiveness, transparency and motivation. These are the keys to modern goal-setting processes which motivate employees and advance companies.

CONTENTS

- 📌 The fundamentals of MbO and OKR and the differences
- 📌 Why MbO is no longer enough
- 📌 Combining structure (MbO) and agility (OKR)
- 📌 Formulate goals which motivate and direct
- 📌 Integrate OKRs in everyday management
- 📌 Team alignment and engagement through OKRs



CHRISTOPHER SCHRENK

- 📌 Many years as a successful international business consultant
- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer

FACILITATING AND MODERATING YOUR MANAGEMENT RETREAT

Management retreats are a great opportunity for teams to grow together and jointly define the next steps on their path to even more success. Let us accompany you on this path:

- Professional moderation of your retreat
- Relevant inputs from experts in the areas of leadership and communication
- Lively and practical development of contents in a workshop atmosphere

METHODS

- Preparation and follow-up of the moderation process
- Keynotes (if requested)
- Targeted use of training tools to facilitate reaching the defined objectives



ELMAR FLECK

- HR and management expert at national and international players
- Multiple entrepreneur
- Business coach and trainer
- An HR expert with many years of experience in personnel development and change management with a strong focus on interpersonal communication

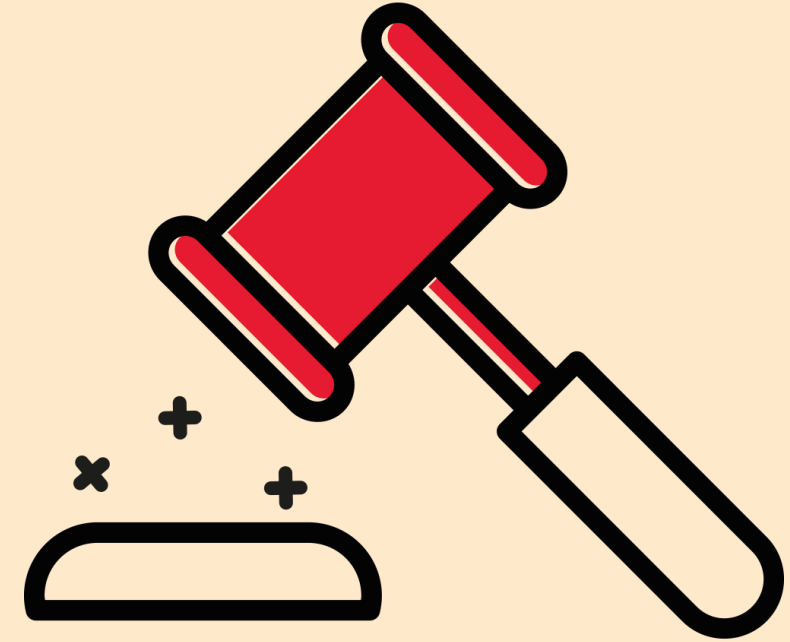


DAMARIS SCHWAIGER

- Business trainer / coach / consultant and conflict manager
- Expert for sales and communication, teambuilding, TTT courses, personal impact, voice, rhetoric, conflict management and dealing with objections

AI TRAINING BASED ON THE EU AI ACT

Acquire your certification through our intensive two-day course based on the requirements defined in the EU Artificial Intelligence Act. This course is aimed at specialists and managers who want to ensure their employees comply with the latest regulatory requirements and deploy artificial intelligence responsibly and legally compliantly. These two days will provide you with comprehensive training covering all the relevant aspects of the EU regulation. The first day offers a detailed overview of the legal regulations and the ethical principles regulating the use of AI in the EU. The second day concentrates on practical applications and best practices to ensure that learnings can be effectively implemented at your company. After completing this course, you will receive a certificate which confirms your training based on the requirements defined by the AI Act. Grasp this opportunity to expand your skills and boost compliance at your company.



ROMAN ECKSCHLAGER

- 📍 Entrepreneur
- 📍 AI Strategy Consultant
- 📍 Marketing Enthusiast
- 📍 Sales Professional
- 📍 Networker

THE POWER OF THE COMMUNITY

The best strategies for effective community management, from establishing to successfully maintaining your community. This keynote is aimed at managers and marketing specialists who want to build and maintain strong and committed communities. It highlights in a practice-oriented manner how successful community management strategies can be developed and implemented. From the initial planning and establishment phase to active management and long-term loyalty – discover which approaches and tools can help you to create a lively and loyal community. Specific examples and tried-and-tested methods allow you to learn how to sustainably integrate your target group, promote exchanges and build value-based customer relationships. This keynote offers clear recommendations for action and in-depth insights into how you can tap the full potential of your community.

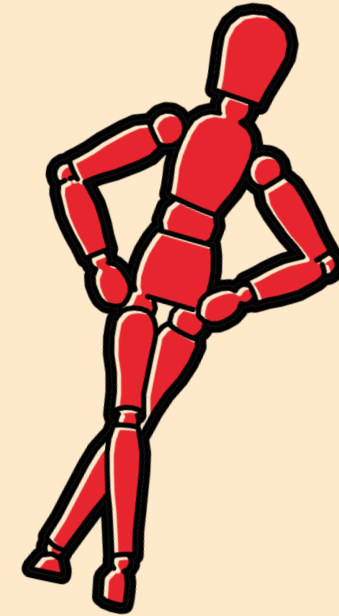


ROMAN ECKSCHLAGER

- ♥ Entrepreneur
- ♥ AI Strategy Consultant
- ♥ Marketing Enthusiast
- ♥ Sales Professional
- ♥ Networker

HUMAN BY DESIGN

In the Digital Age, it is decisive to remain human. Which future skills are necessary to work with AI and at the same time make one's mark as a human rather than being replaced by AI? This keynote is aimed at managers and decision-makers who want to actively shape change. It highlights clearly which skills and mindsets are indispensable in an increasingly digital workplace. Specific examples explain how human strengths such as creativity, empathy and having a critical mindset continue to play a central role. Discover how you and your teams can prepare yourselves to maximise the benefit of working with AI and at the same time prioritise human aspects. This keynote provides important insights on how to pave the way to a successful and people-focused digital future.



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- ♥ AI Strategy Consultant
- ♥ Marketing Enthusiast
- ♥ Sales Professional
- ♥ Networker

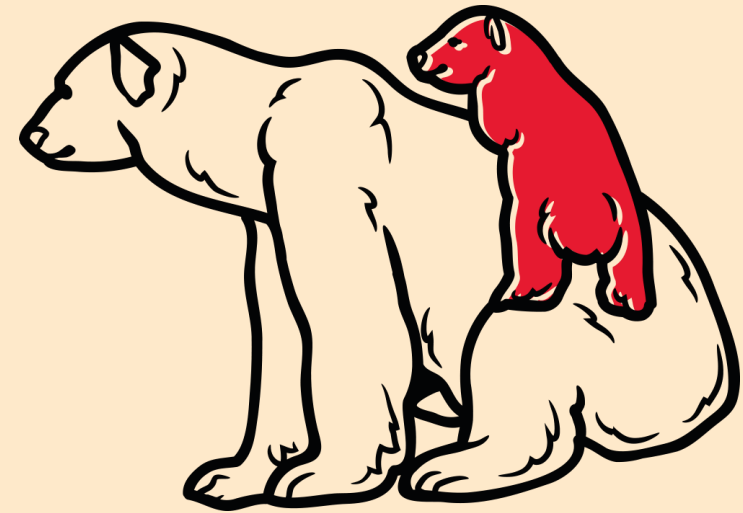
POSITIVE LEADERSHIP

Positive leadership is an inspiring approach which has in the meantime become established at many companies and which focuses on the strengths and potential of employees. Numerous studies have clearly demonstrated that this approach increases performance, motivation and satisfaction levels. This in turn promotes a culture of trust and appreciation.

Discover 'Positive Leadership' as a modern approach to leading companies and teams. You will also have an opportunity to analyse and boost your leadership skills using scientifically proven tools such as the PERMA-Lead® Profiler.

METHODS

- 💡 The strategies of Positive Leadership
- 💡 Analysis of your own leadership style
- 💡 Methods, tools and techniques of Positive Leadership
- 💡 PERMA-Lead® Profiler analysis results
- 💡 Personal transfer into business practice based on your own profile



WERNER LANDSGEßELL

- 💡 Business trainer/coach, certified PERMA-Lead consultant
- 💡 Many years' experience as an actor on stage and on TV
- 💡 Occupational and organisation psychologist, clinical psychologist
- 💡 An expert in combining psychology and acting skills in the area of interpersonal communication

EFFECTIVE GROUP DISCUSSIONS – MODERATION AND IMPLEMENTATION AT COMPANIES

Discover how, based on theoretical principles, practical exercises and direct feedback rounds, you can effectively implement group discussions at your company and benefit from their independent design and moderation.

The independent implementation of group discussions can allow companies to gain not only more in-depth insights into the needs and attitudes of your target groups but also to work more with more agility and more cost-efficiency while also boosting internal skills and expertise.

This workshop explains how you can design and effectively hold group discussions. You will discover the advantages of this method when it comes to exploring the issues relevant to your target group and also receive practical tools to successfully and independently moderate discussions. This workshop is aimed at marketing teams, product / brand managers and managers who want to rely on group discussions as a method for gathering qualitative data. The workshop is suitable both for beginners wanting to learn the basic principles as well as for more advanced participants who want to further develop their moderation skills.

METHODS

- 📌 Theoretical principles: An introduction to group discussion methods
- 📌 Preparing a discussion guide
- 📌 Practical exercises: Moderation techniques and conducting discussions
- 📌 Role plays: Simulation and moderation of group discussions
- 📌 Case studies: Analysis and discussion of real-life group discussions
- 📌 Feedback rounds: Direct feedback and suggestions for improvement



JULIA KRALL

- 📌 A strong focus on the interfaces between market and consumer research, method-based skills and marketing
- 📌 In-depth, practice-based expertise in the area of qualitative and quantitative market and consumer research
- 📌 Expertise in satisfying demands for information during product development and innovation processes
- 📌 Many years' experience as a university lecturer

FROM IDEATION TO CONCEPT DEVELOPMENT

How you can convince customers about new ideas.

Develop convincing product concepts: A workshop covering the steps from idea generation to concept development and validation.

In this workshop you will discover how to use creative methods for generating ideas and how to evaluate and select promising ideas. We will develop concepts to convincingly present new ideas. The workshop will also include methods which are suitable when it comes to validating these concepts in the next phase. This workshop is aimed at innovation and product managers as well as marketing teams who want to foster creative processes and develop convincing product and service concepts.

METHODS

- 📌 Creative methods for generating ideas (practical testing of various methods)
- 📌 Techniques for evaluating and selecting ideas
- 📌 Development of verbal concepts and learning validation methods



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- 📌 Expertise in satisfying demands for information during product development and innovation processes
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RATIONAL DECISIONS IN DAY-TO-DAY BUSINESS

This format trains decision-makers how to make rational decisions in their everyday business life. Practical case studies and interactive exercises allow them to learn how to analyse complex circumstances, weigh up different options and make well-founded decisions. This considers both individual strengths and specific challenges.

We provide the necessary tools and techniques to make rational decisions even under time pressure and in complex situations.

Improve your decision-making confidence and avoid typical mistakes

Learn how to scientifically identify and avoid mindset errors and biases. Let us show you how you can combine your intuition with rational considerations to make better decisions.

CONTENTS

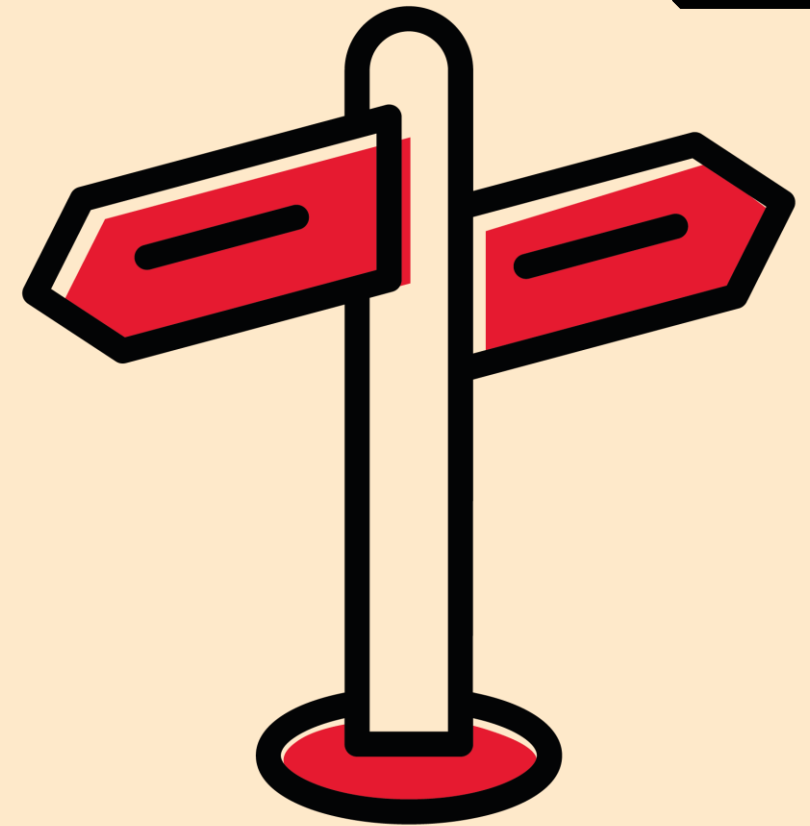
- Rational decision-making Models and methods for rational decisions
- Mental shortcuts and biases: Identify and avoid mindset errors
- Risk evaluation: Estimate and manage risks
- Decision-making matrices: Tools for systematic decision-making
- Creativity techniques: Promoting innovative solutions

TARGET GROUP

Leaders and managers at all levels, specialists who must make complex decisions and everyone who wants to improve their decision-making skills.

METHODS

- Interactive presentations
- Group exercises
- Case studies
- Personal coaching



CHRISTOPHER SCHRENK

- Many years as a successful international business consultant
- Strong background in business, project and event management
- IPMA-certified project manager, PMA Award 2017
- Certified burn-out prevention trainer

SPECIAL FIELDS

**SUPPORT YOUR EXECUTIVES
AND EMPLOYEES**

...

BUSINESS SKILLS



TIME- AND SELF-MANAGEMENT

The main objective of this workshop is to boost the skills of effective self-management, considering time efficiency and focusing on prioritisation methods. Increased home-office activity will be integrated as needed.

Participants learn to plan their work effectively and to design it proactively. At the end of the workshop, all participants will have a basic understanding of their own work processes. Using practice-oriented methods, they will have learned how to organise their own day-to-day work in conflict between requirements, self-determined and self-directed work, and customer orientation. Newly acquired habits ensure that the participants benefit from the workshop in the long term and sustainably.

METHOD

- 📌 Make productivity plannable
- 📌 Prioritise and allocate time correctly
- 📌 Self-determined control of workload
- 📌 Sensible daily organisation
- 📌 Mental management of externally controlled stresses and demands
- 📌 Productivity in the home office

PROCEDURE

In advance, the problem is analysed to individually apply those modules and methods that the group needs. The workshop itself takes place online in two sessions of 4 hours each. These should ideally take place at an interval of 7 - 10 days.



CHRISTOPHER SCHRENK

- 📌 Many years as a successful international business consultant
- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer

SELF-MANAGEMENT IN THE HOME-OFFICE

The main objective of the workshop is to boost skills of effective self-management, considering increased home-office activity. Participants analyse their personal work methods to discover latent potential. At the end of the workshop, all participants will have a basic knowledge of their own work processes. Using practice-oriented methods, they will have learned how to optimise their daily work routines. Newly practiced habits ensure that the participants benefit from the seminar in the long term and sustainably.

PROCEDURE

In a preliminary discussion with the line manager or alternatively by means of a questionnaire sent to the participants, the issue will be analysed to select those modules and methods which the group requires. The workshop itself takes place online in the course of two sessions each for 4 hours. Ideally, these should take place at an interval of 7-10 days.

METHOD

- 📌 Practice-centered exercise-based learning
- 📌 Getting Things Done (David Allen)
- 📌 Psychological health promotion programme (Kaluza)
- 📌 Business psychology (Tversky and Kahneman)
- 📌 Pre- and follow-up transfers



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- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer

PROJECT MANAGEMENT

- 📌 What is a project?
- 📌 Who is involved and in what role?
- 📌 What are the organisational structures?

Based on this, the participants learn to create project structure plans and to work with them. A basic resource plan is developed to plan the deployment of personnel and to use all available resources effectively.

An introduction to project controlling shows how future project managers can also keep track of the costs incurred at all times.

The most important part of the seminar is the practical application of project management skills.

METHOD

- 📌 Practice-centered exercise-based learning
- 📌 Getting Things Done (David Allen)
- 📌 Certified project management (IPMA standards)



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- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer

AGILE PROJECT MANAGEMENT

Do you often find it difficult to complete projects on time, to retain a clear focus on a project, to develop creative new solutions and meet customer demands? Agile project management can support you in implementing your projects more successfully. Agile projects are efficient as well as customer-oriented and the outputs are regularly delivered in short cycles.

Long-term support provides your teams with the necessary knowledge and skills to successfully implement agile projects in future.

METHOD

- 📌 Discover and understand agile project management
- 📌 Improved communication and collaboration
- 📌 A stronger customer focus
- 📌 Visible results also in the short term



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- 📌 Many years as a successful international business consultant
- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer

MANAGE GOALS AND PRIORITIES

Managing yourself and others effectively starts with goal setting. Razor-sharp focus and crystal-clear priorities form the foundation for effectiveness and efficiency. This foundation is then followed by putting it into practice through the individual design of goal-oriented habits. Only those who make excellence a habit in their daily workflow can work with long-term success. Participants learn to plan their work effectively and to design it proactively. Using practice-oriented methods, they will learn to design their own daily work routine in the area of tension between requirements, externally and self-determined work and customer orientation.

CONTENTS

Experiences from the world of professional sports are merged with best practice examples from the business world:

- 📌 Make productivity plannable
- 📌 Prioritise and allocate time effectively
- 📌 Self-determined control of workload
- 📌 The way back to the top of the world after 4 serious knee injuries
- 📌 Dealing with internal and external pressure during finals at World and European Championships
- 📌 Mental handling of externally driven pressures and demands



CLEMENS DOPPLER

- 📌 Vice World Champion
- 📌 Twice European Champion
- 📌 4-Time Olympic participant
- 📌 MBA in business administration and sports
- 📌 Systemic coach



CHRISTOPHER SCHRENK

- 📌 Many years as a successful international business consultant
- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer

GOALS – FOCUS – MOTIVATION

"Only those who know their destination will find the way!"

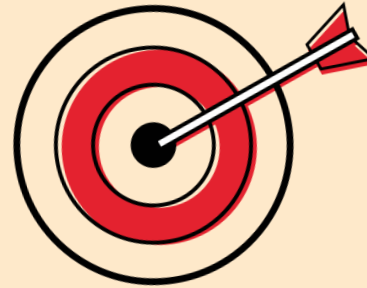
Only then can we focus on the goal we have set, motivate ourselves and follow up with action.

- 📌 Goal setting and focus
- 📌 Motivation after setbacks
- 📌 Dealing with pressure
- 📌 Mindset
- 📌 Leadership – how to function better as a team

METHOD

Practical topics from professional sports transferred to the business world:

- 📌 The way back to the top of the world after 4 serious knee injuries
- 📌 Dealing with internal and external pressure during finals at World and European Championships
- 📌 Internal team interactions during unsuccessful phases
- 📌 More than 250 days a year "on the road" and not with the family
- 📌 Dealing with fears



CLEMENS DOPPLER

- 📌 Vice World Champion
- 📌 Twice European Champion
- 📌 4-Time Olympic participant
- 📌 MBA in business administration and sports
- 📌 Systemic coach



SARA MONTAGNOLLI

- 📌 Mentoring & leadership
- 📌 Teambuilding, communication & motivation
- 📌 Resilience & courage
- 📌 Female empowerment & women in leadership positions
- 📌 Parallels between sport & business
- 📌 Conflict management & mediation
- 📌 Health & wellbeing

CONFLICT MANAGEMENT

SUCCESSFUL COLLABORATION IN TEAMS

Conflicts are part of our daily lives. Where humans work together, there are emotions, and this can lead to controversies. This happens as there are differences in perception, thinking, interpretation and feelings. It's not the differences that are the problem, but the way how we deal with them. Constructive feedback and trust culture are the basis for successful conflict culture.

In this workshop, participants learn how to identify, understand and analyse conflicts. Based on selected communication tools and techniques, actions will be defined to better overcome or avoid conflicts. And to continue to work successfully within the team.

METHOD

- 📌 Knowledge sharing
- 📌 Case studies, improvisation
- 📌 Role plays to apply learning content and for collective reflection



MARTIN KNOFF

- 📌 Many years' experience as a project manager
- 📌 Registered mediator
- 📌 Expert in the management of complex construction projects with international teams



SARA MONTAGNOLLI

- 📌 Mentoring & leadership
- 📌 Teambuilding, communication & motivation
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- 📌 Conflict management & mediation
- 📌 Health & wellbeing



DAMARIS SCHWAIGER

- 📌 Business trainer / coach / consultant and conflict manager
- 📌 Expert for sales and communication, teambuilding, TTT courses, personal impact, voice, rhetoric, conflict management and dealing with objections

HABITUAL HUMAN BEING:

ESTABLISHING NEW BEHAVIOURS FOR LONG-TERM GOALS

Who wouldn't like to start the working day highly motivated and full of energy? In reality, it's always our cherished habits that take over and throw a spanner in the works.

This seminar is the antithesis of motivational training. Those who get a grip on their ingrained methods and habits learn to build a system for themselves that works completely independently of the daily ups and downs of emotions. A system that improves your daily work routine without you having to motivate yourself to do it.

Maximum success is achieved when we realise that stepping on the gas is useless if we forget the handbrake is still on.

Our old habits are the hardest glue in the world, and this often prevents us from breaking new ground. In professional sport and also in business, we only succeed if we respect principles but constantly question methods. During my time as a top athlete, I learnt about the power of microhabits. I am happy to present the relevance of these in our professional and private lives for more success.

CONTENTS

- 💡 Why motivational techniques always fail
- 💡 Actively create habits
- 💡 Designing a daily improvement process
- 💡 Self-directed workload management
- 💡 Achieve spectacular results with minimum principles
- 💡 Learning to actively leave your comfort zone



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ELMAR FLECK

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- 💡 Multiple entrepreneur
- 💡 Business coach and trainer
- 💡 An HR expert with many years of experience in personnel development and change management with a strong focus on interpersonal communication



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- 💡 Strong background in business, project and event management
- 💡 IPMA-certified project manager, PMA Award 2017
- 💡 Certified burn-out prevention trainer

MOTIVATION THROUGH **VISION** – STRATEGIES BASED ON 25 YEARS IN TOP-LEVEL SPORT FOR YOUR PERSONAL AND PROFESSIONAL **SUCCESS**

Motivation through vision refers to how having a clear, inspirational image of a goal or a future perception can motivate us to passionately pursue our goals, overcome obstacles and reach these defined goals.

Many people don't lack motivation in their professional and private lives but what's missing is the all-important vision and inspiration.

During this impressive and inspiring keynote, I highlight several parallels between the most relevant learnings from 25 years of top-level sport with our professional and private lives.

Among others, I explore how important it is to work on our attitude instead of only results.

Based on practical examples, I explain the relevance of focus, inspiration and motivation.

Practical issues from top-level sport applied to the world of business:

CONTENTS

- 📌 Prioritising and focusing on relevant aspects
- 📌 The importance of feedback to continuous improvement
- 📌 Result-orientation vs. process-orientation
- 📌 Motivation vs. discipline
- 📌 Dealing with pressure and stress
- 📌 The importance of microhabits
- 📌 Goal vs. target area
- 📌 Interactive exercises for setting goals and planning
- 📌 Q&A and discussion round



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SARA MONTAGNOLLI

- 📌 Mentoring & leadership
- 📌 Teambuilding, communication & motivation
- 📌 Resilience & courage
- 📌 Female empowerment & women in leadership positions
- 📌 Parallels between sport & business
- 📌 Conflict management & mediation
- 📌 Health & wellbeing

ESCAPE THE STRESS TRAP –

HOW WE CAN BOOST OUR **MENTAL HEALTH**

Pressure and stress are constant companions in both our private and professional lives. Although they are often perceived as being the same, they are fundamentally different in terms of their significance and impact on our wellbeing.

Top-level sport is also characterised by high expectations, intensive competition and constant performance demands. Top-performing athletes are frequently under enormous pressure both from external sources and from within. This pressure risks causing permanently high stress levels in our bodies.

I was often confronted with extreme pressure situations over the course of my long career as a professional sportsman. Whether it was about achieving ambitious goals, the expectations of over 10,000 spectators in a stadium or the time pressure associated with returning to peak performance after my injuries.

A life without pressure and stress is hardly possible, but I outline strategies and techniques aimed at achieving a sense of ease even in high-pressure and stressful situations in our professional and private lives.

Practical issues from top-level sport applied to the world of business:

CONTENTS

- 📌 More self-awareness through mindfulness
- 📌 Looking after yourself
- 📌 Defining limits
- 📌 Boosting our decision-making skills
- 📌 Managing stress and de-stress phases
- 📌 Priority management
- 📌 The Kaluza Stress Model
- 📌 Strengths-oriented mindset
- 📌 Our self-image defines our lives



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- 📌 Vice World Champion
- 📌 Twice European Champion
- 📌 4-Time Olympic participant
- 📌 MBA in business administration and sports
- 📌 Systemic coach

BEYOND LIMITS –

THE ART OF SETTING OUR GOALS AND ACHIEVING THEM

Managing ourselves and others starts with setting our own goals. A razor-sharp focus and crystal-clear priorities form the basis for effectiveness and efficiency.

This foundation is followed by practical implementation of habits personally defined to achieve these goals. Only when excellence becomes a daily habit can we work successfully in the long term.

Participants learn how effective self-leadership is the key to directing our lives and achieving our goals. We will apply practice-based methods to overcome challenges and obstacles on the way to our goals and to identify these as opportunities for personal growth.

My goals were always the top global sporting events, such as the Olympic Games, world championships and European championships.

I also managed to successfully overcome countless injuries to make comebacks.

What I have learnt is that it is almost always the same factors we must fine tune in order to reach our goals.

Practical issues from top-level sport applied to the world of business:

CONTENTS

- 📌 Prioritising and focusing on relevant aspects
- 📌 The importance of feedback to continuous improvement
- 📌 Result-orientation vs. process-orientation
- 📌 Motivation vs. discipline
- 📌 Dealing with pressure and stress
- 📌 The importance of microhabits
- 📌 Goal vs. target area
- 📌 Interactive exercises for setting goals and planning
- 📌 Q&A and discussion round



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- 📌 Systemic coach

THE NEW **FEEDBACK CULTURE**

HOW SHOULD I GIVE AND RECEIVE FEEDBACK?

For managers, team leaders, employees and anyone interested in improving their feedback skills.

The aim is for participants to understand and apply the principles and skills of giving and receiving feedback. They will learn how to give constructive feedback and how they can accept feedback as a means of promoting their personal and professional development.

CONTENTS

- 📌 An introduction to the issue of feedback
- 📌 Techniques for giving and receiving feedback
- 📌 Role plays and practical exercises
- 📌 Reflection and personal development
- 📌 Conclusions and outlook

METHODS

- 📌 A presentation with visual aids
- 📌 Interactive discussions and Q&A
- 📌 Practical examples and case studies
- 📌 Role plays and group work

ANTICIPATED OUTCOMES

Participants will gain a clear understanding of how they can give and receive constructive feedback. They will discover and learn how to use practical techniques in order to improve their communication skills and promote a positive feedback culture in their working environment.



LUKAS HETZENDORFER

- 📌 Marketing Expert trained by Google and T-Mobile
- 📌 Sales, with a focus on digitalisation
- 📌 Corporate culture, leadership and New Work

SUCCESSFUL **NEGOTIATION** IN DAY-TO-DAY BUSINESS

Everyone negotiates numerous times daily – consciously or subconsciously. Few people however realise how much potential remains untapped. The good news: negotiation is easy to learn.

The World Economic Forum has identified negotiation as one of the Top 10 skills for (future) leaders. Well-structured preparation, active process design and discussion management deliver better results and strengthen relationships at the same time

METHOD

- 📌 Discover tools and tactics and then immediately try them out
- 📌 How to formulate clear goals and never lose sight of them
- 📌 Learn to focus more on interests not positions
- 📌 Work on practical examples
- 📌 Get insightful feedback



IAN FOSTER

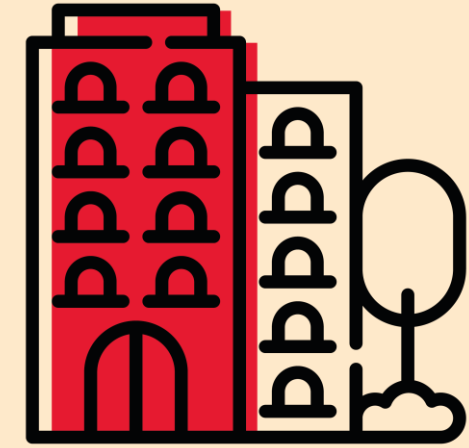
- 📌 Business trainer and coach (TÜV-certified / MBA)
- 📌 Facilitator of wide-ranging change and coaching processes
- 📌 Expert with many years' experience in executive coaching, presentations, leadership, teambuilding and negotiations
- 📌 Visiting lecturer at various universities

NEGOTIATION SKILLS FOR THE CONSTRUCTION AND REAL ESTATE SECTORS

This practice-based one-day workshop allows professionals and managers in the construction and real estate sectors to further develop their communication and negotiation skills. The focus is on interest-based negotiation – professional, appreciative and targeted. Whether it relates to price negotiations, sole agency agreements or complex projects: Participants learn to differentiate between positions and interests, create win-win situations and remain hard on the issue while being fair in terms of the approach adopted. Role plays, case studies and sparring with the trainer allow participants to immediately try out new learnings. This workshop is aimed at experienced negotiators to want to achieve better negotiation results while under pressure.

METHODS

- ♥ Theoretical inputs to improve understanding
- ♥ Learn and immediately try out new tools and tactics
- ♥ Differentiate between positions and interests and raise awareness of both
- ♥ Knowledge transfers through practical examples
- ♥ Receive feedback



IAN FOSTER

- ♥ Business trainer and coach (TÜV-certified / MBA)
- ♥ Facilitator of wide-ranging change and coaching processes
- ♥ Expert with many years' experience in executive coaching, presentations, leadership, teambuilding and negotiations
- ♥ Visiting lecturer at various universities



MARTIN KNOPF

- ♥ Many years' experience as a project manager
- ♥ Registered mediator
- ♥ Expert in the management of complex construction projects with international teams

QUICK-WITTEDNESS: **CONFIDENT** AND CONVINCING

Despite the most careful preparation, meetings, presentations or customer discussions go completely differently than planned and we are confronted with unexpected reactions and events. The aim of this training is to maintain composure in these situations and to increase readiness to react, flexibility and verbal repartee. Because, as we all know, according to Murphy's Law, what can go wrong will go wrong at some point.

RECOMMENDED FOLLOW-UPS

- 💡 Charisma and Presence - Increasing Your Own Impact

METHOD

- 💡 Applied methods from the fields of improvisational theatre and coaching
- 💡 Simulations from everyday business life
- 💡 Learning with fun factor



WERNER LANDSGEßEL

- 💡 Business trainer/coach, certified PERMA-Lead consultant
- 💡 Many years' experience as an actor on stage and on TV
- 💡 Occupational and organisation psychologist, clinical psychologist
- 💡 An expert in combining psychology and acting skills in the area of interpersonal communication

CHARISMA & PRESENCE

BOOST YOUR PERSONAL **IMPACT**

Everyone negotiates numerous times daily – consciously or subconsciously. Few people however realise how much potential remains untapped. The good news: negotiation is easy to learn.

The World Economic Forum has identified negotiation as one of the Top 10 skills for (future) leaders. Well-structured preparation, active process design and discussion management deliver better results and strengthen relationships at the same time.

RECOMMENDED FOLLOW-UPS

- Improvisation is everything – flexibility and repartee training
- Storytelling – attract attention with your anecdotes

OPTIONAL

- 1-2-1 coaching

METHOD

- Acting training and coaching methods
- The transfer of psychological background knowledge



LUKAS HETZENDORFER

- Marketing Expert trained by Google and T-Mobile
- Sales, with a focus on digitalisation
- Corporate culture, leadership and New Work



WERNER LANDSGEßEL

- Business trainer/coach, certified PERMA-Lead consultant
- Many years' experience as an actor on stage and on TV
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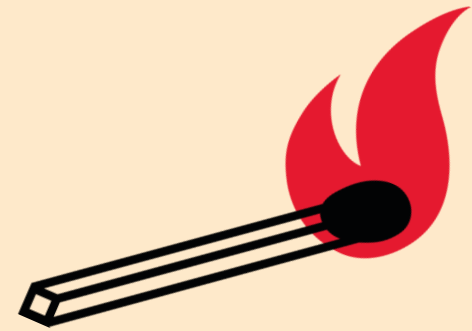
RESILIENCE – WITHSTANDING CRISES

The current times hold manifold internal and external challenges. These challenges push people to their limits and especially in the corporate context they are challenged to show resilience; i.e., to remain adaptable and resilient and to maintain mental health.

Self-reflection is the starting point for identifying one's own "trigger" points and for finding a productive way of dealing with resistance, inner attitudes and sources of energy in order to increase one's own resilience.

METHOD

- 📌 Self-reflection
- 📌 Imparting psychological background knowledge
- 📌 Mindful methods in individual and group settings to develop a toolbox for psychohygiene and lived resilience



SARA MONTAGNOLLI

- 📌 Mentoring & leadership
- 📌 Teambuilding, communication & motivation
- 📌 Resilience & courage
- 📌 Female empowerment & women in leadership positions
- 📌 Parallels between sport & business
- 📌 Conflict management & mediation
- 📌 Health & wellbeing



WERNER LANDSGEßEL

- 📌 Business trainer/coach, certified PERMA-Lead consultant
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- 📌 An expert in combining psychology and acting skills in the area of interpersonal communication

360-DEGREE STRESS MANAGEMENT

The 360-degree stress management concept combines elements from the three pillars for combating stress: work management, mental training and relaxation training.

- 📌 Problem solving at the level of work methods & optimisation of work processes
- 📌 Understanding the effects of your own thoughts
- 📌 Support successful regeneration through active relaxation

The mix of methods effectively helps to manage stress and prevent burnout.

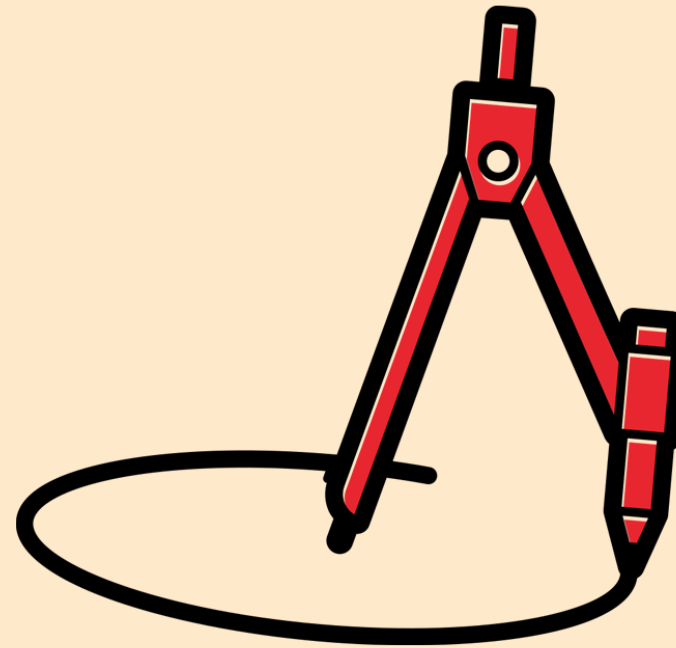
PROCEDURE

eLearning, online training, classroom training or hybrid variant possible, e.g.:

- 📌 6 modules of eLearning
- 📌 8 × 90-min. LIVE sessions online
- 📌 30 mins. per participant coaching on the job

METHOD

- 📌 Blended learning, eLearning elements
- 📌 Practice-centred exercise-based learning
- 📌 Getting Things Done (David Allen)
- 📌 Psychological health promotion programme (Kaluza)
- 📌 Economic psychology (Tversky and Kahneman)
- 📌 Pre- and follow-up transfer



CHRISTOPHER SCHRENK

- 📌 Many years as a successful international business consultant
- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer

BURNOUT PREVENTION

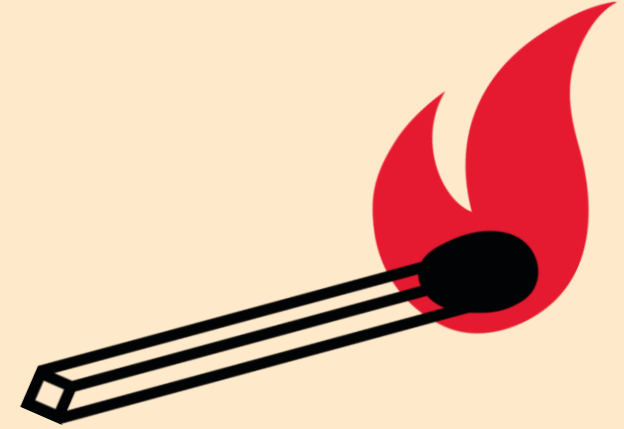
AIM

In this workshop, each participant develops their own individual stress management strategy that best suits their work structure in order to prevent burnout issues sustainably and at an early stage.

CONTENTS

Based on neurological and psychological fundamentals, pro-active stress management is learned in four different dimensions:

- 🔗 Productive stress management
 - Time management, productivity & prioritisation skills
- 🔗 Cognitive stress management
 - Mental training, cognitive restructuring
 - Embodiment and psychosomatic markers
- 🔗 Palliative stress management
 - Managing relaxation and regeneration
 - Neurological and biological basics
- 🔗 Emotional stress management
 - Dealing with kindness pressure, emotional preparation



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DEALING WITH **SETBACKS**

“Come back stronger!”

Everyone is confronted with setbacks at some point in their (working) life. Only when we manage to stand by our principles even during difficult phases and deliver our best performance can we speak of sustainable success.

The aim is to learn how to put successful behaviour into practice regardless of whether the situation is favourable or not. Particularly after setbacks, we need to learn to motivate ourselves and develop a plan to get (back) to the top.

METHOD

Practical topics from professional sports transferred to the business world:

- 📌 The way back to the top of the world after 4 serious knee injuries
- 📌 Dealing with internal and external pressure during finals at World and European Championships
- 📌 Internal team interactions during unsuccessful phases
- 📌 More than 250 days a year "on the road" and not with the family
- 📌 Dealing with fears



CLEMENS DOPPLER

- 📌 Vice World Champion
- 📌 Twice European Champion
- 📌 4-Time Olympic participant
- 📌 MBA in business administration and sports
- 📌 Systemic coach



SARA MONTAGNOLLI

- 📌 Mentoring & leadership
- 📌 Teambuilding, communication & motivation
- 📌 Resilience & courage
- 📌 Female empowerment & women in leadership positions
- 📌 Parallels between sport & business
- 📌 Conflict management & mediation
- 📌 Health & wellbeing

BRAINTRAINING –

HOW TO REMEMBER EVERYTHING, EVEN THE IMPORTANT THINGS

Discover the fascinating world of memory training. Our training is based on the latest scientific findings and demonstrates how your brain learns and stores information. Find out how you can increase your learning skills, improve your concentration levels and keep your memory fit over the long term.

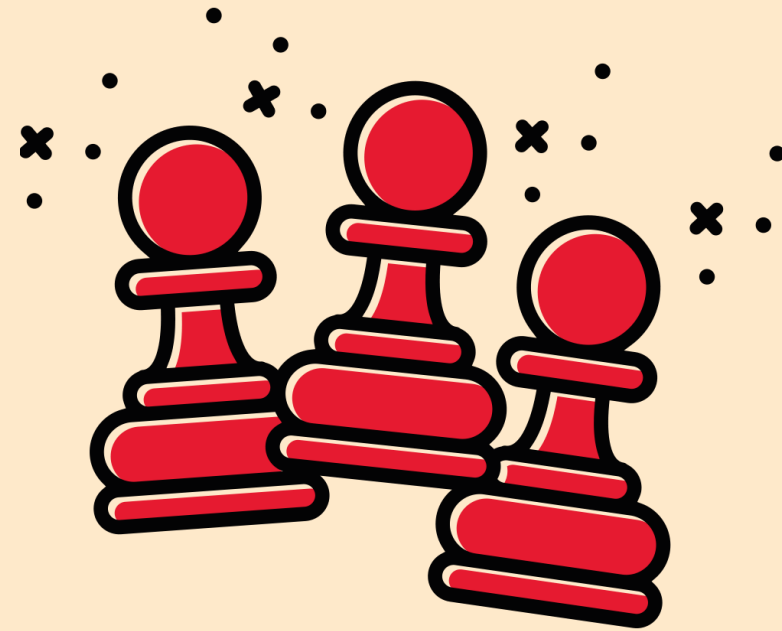
Everyone is different and has their own learning preferences. This training course allows you to jointly develop a personalised learning strategy which is tailored to the needs of the participants. Discover how to optimally use your memory and reach your goals.

CONTENTS

- 📌 **How the brain works:** Discover how your brain learns and stores information.
- 📌 **Effective learning techniques:** Acquire various techniques to retain information more effectively.
- 📌 **Concentration exercises:** Practice your ability to concentrate on a single task.
- 📌 **Memory techniques:** Discover creative ways to remember complex information.

YOUR BENEFITS

- 📌 **Improved memory:** Remember names, figures, facts and relationships easier.
- 📌 **Improved learning skills:** Increase your ability to take on and process new information.
- 📌 **Improve concentration levels:** Work more efficiently and focused.
- 📌 **More self-confidence:** Overcome learning challenges and boost your self-confidence.



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- 📌 Strong background in business, project and event management
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- 📌 Certified burn-out prevention trainer

PRESENT WITH **POWER**

Have you suffered enough? Discover the secrets of stimulating presentation which really trigger change. Be an elixir for your audience (not a sleeping tablet).

Boost your personal impact and effectively sell yourself, your products/solutions and your ideas. Gain new clients and shorten decision-making processes by means of a professional decision-making basis. Discover the fundamentals and notice the difference.

METHOD

- 📌 Tried-and-tested presentation tools, worksheets and templates
- 📌 Short exercises eliminate stage-fright and provide opportunities to try out new ideas
- 📌 In-depth feedback from the trainer and the other participants
- 📌 Video recordings (if requested)



IAN FOSTER

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- 📌 Facilitator of wide-ranging change and coaching processes
- 📌 Expert with many years' experience in executive coaching, presentations, leadership, teambuilding and negotiations
- 📌 Visiting lecturer at various universities



LUKAS HETZENDORFER

- 📌 Marketing Expert trained by Google and T-Mobile
- 📌 Sales, with a focus on digitalisation
- 📌 Corporate culture, leadership and New Work

TRAIN THE **TRAINER**

CURRICULUM FOR IN-HOUSE TRAINERS AND ONBOARDING STAFF

This course is an in-depth training to become a business trainer. The Commkey-Team teach theoretical content and support participants by means of practical exercises. The basics of online training and presentations are also taught. Learning and transfer phases are the responsibility of the participants.

Individual settings and coaching as needed.

RECOMMENDED FOLLOW-UPS

- 📌 Storytelling – get noticed with your stories
- 📌 Present with power, Camera rolling – your show for online settings
- 📌 Voicekey – your voice as the most important communication tool

METHOD

- 📌 Fundamentals of training
- 📌 Methodology & didactics
- 📌 Seminar conception & presentation techniques
- 📌 Group dynamics
- 📌 Moderation & conflict management basics



DAMARIS SCHWAIGER

- 📌 Business trainer / coach / consultant and conflict manager
- 📌 Expert for sales and communication, teambuilding, TTT courses, personal impact, voice, rhetoric, conflict management and dealing with objections



CHRISTOPHER SCHRENK

- 📌 Many years as a successful international business consultant
- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer



WERNER LANDSGEßEL

- 📌 Business trainer/coach, certified PERMA-Lead consultant
- 📌 Many years' experience as an actor on stage and on TV
- 📌 Occupational and organisation psychologist, clinical psychologist
- 📌 An expert in combining psychology and acting skills in the area of interpersonal communication



ELMAR FLECK

- 📌 HR and management expert at national and international players
- 📌 Multiple entrepreneur
- 📌 Business coach and trainer
- 📌 An HR expert with many years of experience in personnel development and change management with a strong focus on interpersonal communication

RHETORIC, VOICE AND SPEECH: SOUND AND COME ACROSS **CONVINCINGLY**

Effective communication is the key to success. During this workshop, we will hone your rhetorical skills so that you can master every situation and convince your audiences. Rhetoric covers far more than just your choice of words. Find out how the targeted use of body language, your voice and status can be used to convey emotions and effectively deliver your messages. Whether in meetings, customer contacts or presentations – our focus is on expressing yourself clearly and appropriately in every situation. We can also address your specific needs so that you can further develop your communication skills practically and interactively. Discover your full potential as a speaker and leverage your personality and charisma to convince others.

CONTENTS

- 📌 Rhetorical basics
- 📌 Status and making a last impression
- 📌 Emotions and the power of persuasion
- 📌 Practical exercises
- 📌 Individual feedback (video analysis optional)



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- 📌 Business trainer/coach, certified PERMA-Lead consultant
- 📌 Many years' experience as an actor on stage and on TV
- 📌 Occupational and organisation psychologist, clinical psychologist
- 📌 An expert in combining psychology and acting skills in the area of interpersonal communication

STORYTELLING WITH A SOUL:

How profound stories shape modern business.

During this workshop, we will dive into the ancient art of storytelling – and more than just marketing storytelling. Participants discover how powerful and convincing real stories can be and how they are told honestly, profoundly and without providing direct answers. We will practice telling them with emotional resonance, reflecting one's own experiences and develop a sense of empathic communication. This is where we build a bridge to modern-day storytelling by understanding our senses and the emotions triggered, exploring everyday examples and developing our own unique stories. Step by step, from the narrative to the guidelines for everyday actions. The aim is not to convince people but to connect emotionally. For everyone who wants to communicate with clarity, presence and impact to touch the lives of others on a deeper level.

CONTENTS

- 📌 The role of stories: Stories have always been the foundation of human communication and culture.
- 📌 Emotional resonance: Strong emotional ties are established by telling profound, authentic stories.
- 📌 Foster empathy: Stories create empathy and enable listeners to draw their own conclusions and discover their own learnings as a result.
- 📌 Universal wisdom: Stories convey wisdom and stimulate contemplation without providing directive answers.
- 📌 Revitalise a lost art: In a world full of instant answers and information overflow, storytelling is becoming a means to reintroduce depth and significance.
- 📌 Transfer into business context: In a professional context, real stories are powerful when they make your attitude, values and vision tangible and therefore become an authentic tool for leadership, branding and communication.



ANDREAS LICHTBLAU

- 📌 Conflict management
- 📌 Business training / coaching
- 📌 Sales and communication
- 📌 Team building & development
- 📌 Personal development
- 📌 Dealing with objections
- 📌 Complaint management
- 📌 Trainee education

FINANCE & CONTROLLING

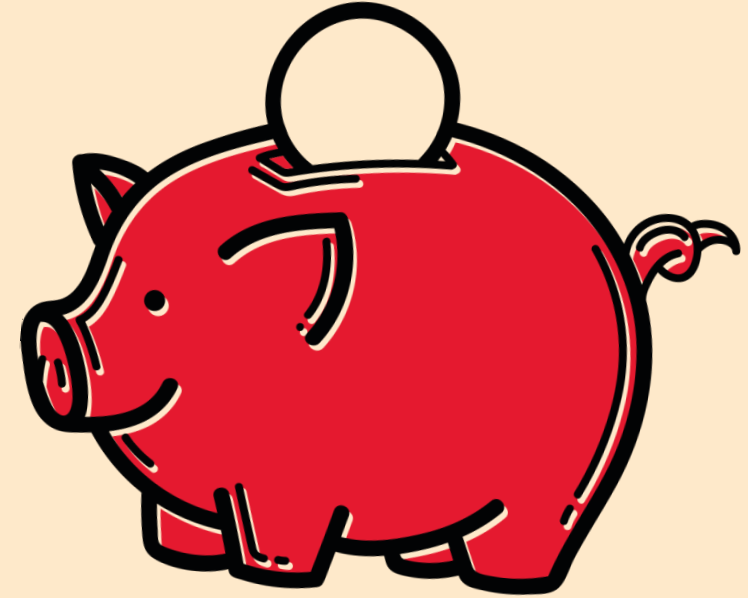
BASICS

In order to choose the best economical way, it is essential to be able to read and understand financial indicators.

In this workshop, participants will gain a better understanding of business interdependencies, while at the same time promoting entrepreneurial thinking and action.

CONTENTS

- 📌 Controlling basics
- 📌 Reporting basics
- 📌 Elementary financial indicators
- 📌 Entrepreneurial application of what has been learned



CHRISTOPHER SCHRENK

- 📌 Many years as a successful international business consultant
- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer

BUSINESS ADMINISTRATION BASICS

Every decision taken at a company has business administration aspects. Whether as a team member or team lead, expert or lateral entrant: we are all forced to make commercial decisions.

The workshop Business Administration Basics has been designed for non-commercial participants. It doesn't focus on boring theory or complex calculations. Instead, it looks at practical, compact business administration basics taught by means of specific examples.

CONTENTS

- 📌 Investment and financing processes
- 📌 Accounting and cost accounting
- 📌 Production of goods and provision of services
- 📌 A sound understanding of business processes



CHRISTOPHER SCHRENK

- 📌 Many years as a successful international business consultant
- 📌 Strong background in business, project and event management
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- 📌 Certified burn-out prevention trainer

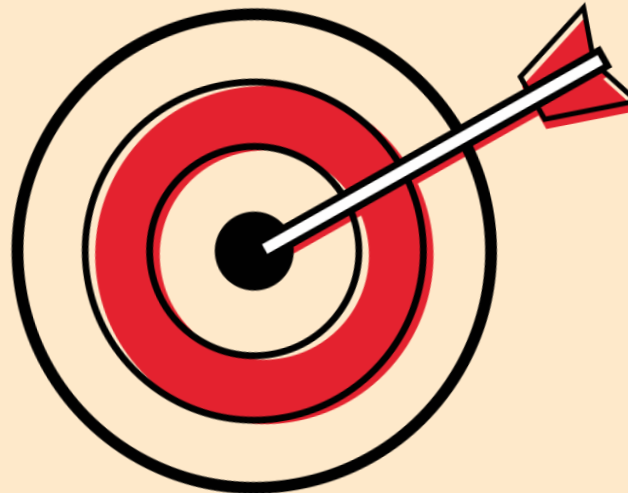
MINDSET AND SUCCESS

THE CORRELATIONS

Developing an open-minded attitude towards oneself and one's environment is often the key to achieving better goals in both professional and private contexts. Being able to recognise one's own map and the needs associated with it, as well as those of the counterpart, also enables more satisfactory results and long-term customer loyalty in customer contact.

CONTENT

- 📌 The map model - change of perspective
- 📌 Self-perception and perception of others
- 📌 Recognising needs and interpreting messages correctly
- 📌 Magic language - what I tell myself and others
- 📌 Intrinsic motivation & purpose



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- 📌 Team building & development
- 📌 Personal development
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- 📌 Complaint management
- 📌 Trainee education

SELFRETREAT – THINKING OUT OF THE BOX

SelfRetreat is an extraordinary experience-based workshop for managers and ambitious business personalities who are prepared to overcome their mental boundaries and discover new thought processes. Surrounded by the inspiring silence of the forest, deep in your own thoughts and facing selected physical challenges, your inner boundaries become discernible and can be overcome.

Your personal and professional challenges will be clearly identified and tangible in a holistic setting of dialogue, reflection and mental techniques. The combination of combining profound self-experience and practical inputs is the key to sustainable clarity, increased resilience and new creative problem-solving skills.

Since only changed perspectives, approaches and thought patterns allow certain challenges to actually be mastered, this retreat makes it possible to fundamentally change your behaviour.



ANDREAS LICHTBLAU

- ✦ Conflict management
- ✦ Business training / coaching
- ✦ Sales and communication
- ✦ Team building & development
- ✦ Personal development
- ✦ Dealing with objections
- ✦ Complaint management
- ✦ Trainee education

SONTENTS

- ✦ Identify and extend the boundaries of your own comfort zone
- ✦ Achieve clarity about your personal and professional goals
- ✦ Develop your inner strength (resilience) and mental flexibility
- ✦ Practical and sustainable inputs for innovative solutions in a business context
- ✦ As one-to-one training or teamwork



ARTIFICIAL INTELLIGENCE – FUTURE INSIGHTS

Discover the transformational power of artificial intelligence in this exclusive 4-hour introductory workshop. We initially provide you with a detailed overview of the principles, the development and the latest trends in artificial intelligence. Understand how AI works and the potential it offers various industries. This is followed by a look at practical use cases to show you specific application examples and successful implementations at various companies. Discover how you can deploy AI profitably in your own business model(s). This workshop offers you an opportunity to identify the potential of AI and take the first steps toward implementing AI at your company. Dive into the world of artificial intelligence and actively shape the future.

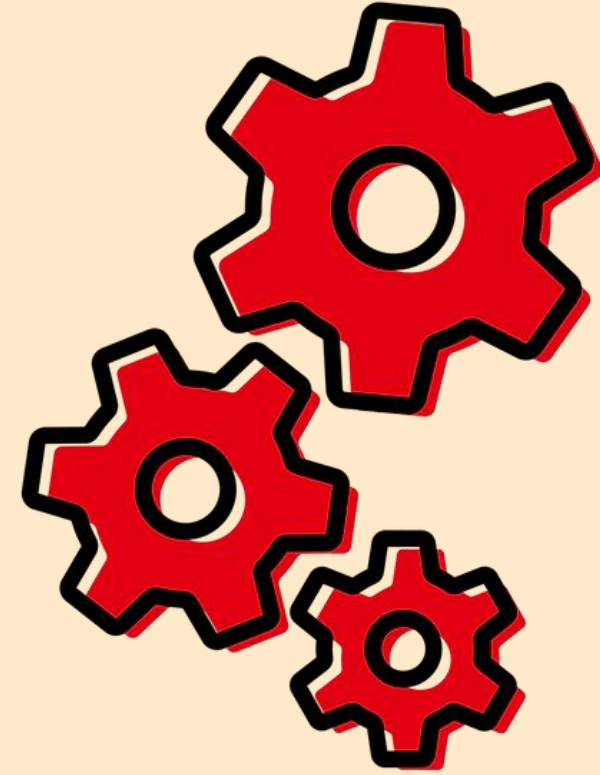


ROMAN ECKSCHLAGER

- ♥ Entrepreneur
- ♥ AI Strategy Consultant
- ♥ Marketing Enthusiast
- ♥ Sales Professional
- ♥ Networker

DEPLOYING AI IN MARKETING

Revolutionise your marketing strategies with this one-day workshop on the deployment of AI in marketing. This workshop is aimed at marketing professionals who want to deploy the transformational power of artificial intelligence to optimise their campaigns and address their target groups more effectively. Gain a comprehensive overview of the latest developments and trends in the area of AI and their application in marketing. Practical use cases allow you to see how successful companies deploy AI tools to develop personalised campaigns which boost customer loyalty and maximise ROI. Discover which AI-based tools and techniques can help you make data-driven decisions and automate your marketing processes. Take advantage of this workshop to boost your marketing skills and identify the potential of artificial intelligence as the key to your future success.

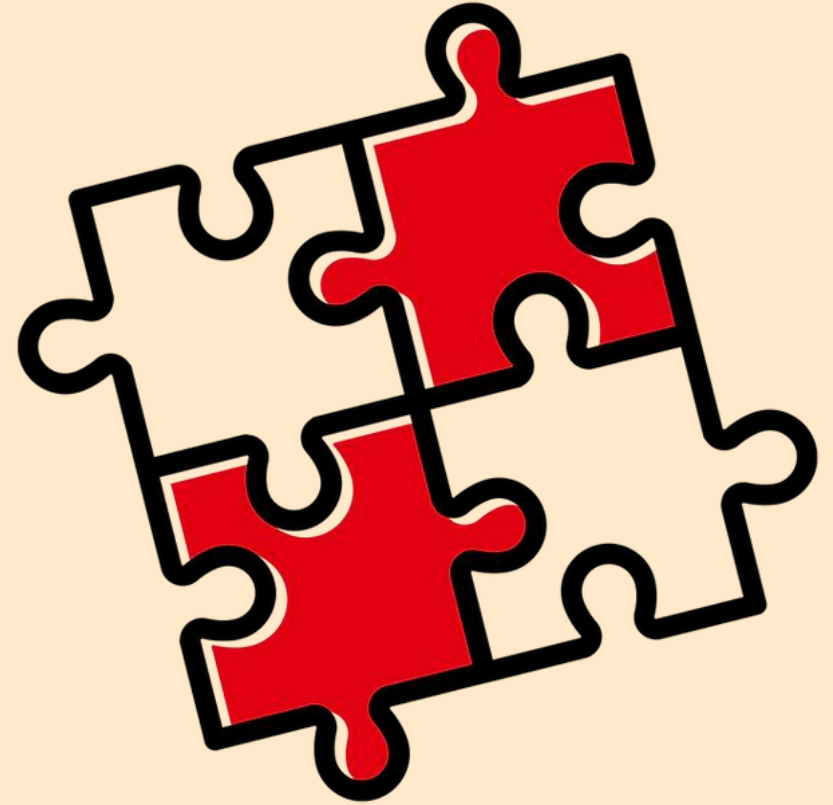


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- ♥ Marketing Enthusiast
- ♥ Sales Professional
- ♥ Networker

DEPLOYING AI IN HR

Optimise your HR strategies with this one-day workshop on the deployment of AI in human resources. This workshop is aimed at HR professionals who want to leverage the options offered by artificial intelligence to improve their HR strategies and create more efficient processes. Gain a comprehensive overview of the latest developments and trends in the area of AI and their application in human resources. Practical use cases allow you to see how successful companies deploy AI tools to develop accelerate recruiting processes, improve employee loyalty and promote personnel development. Discover which AI-based tools and techniques can help you make well-founded decisions and optimise your HR processes.



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- ♥ AI Strategy Consultant
- ♥ Marketing Enthusiast
- ♥ Sales Professional
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PERSONA-BASED CUSTOMER JOURNEY

WHAT MAKES A PERFECT CUSTOMER JOURNEY

Discover how to use personas to optimise the user experience at all touchpoints on the customer journey.

This workshop shows how you can design an optimal customer journey using personas. You will learn how to develop and use personas to map the customer journey and identify touchpoints. The goal is to optimise the customer journey and user experience at all touchpoints through the targeted use of personas. This workshop has been designed for marketing teams, product managers and UX designers and ensures a high degree of theory-to-practice transfer by directly integrating theoretical aspects in practical exercises.

METHODS

- 📌 Theoretical principles form the basis for focusing on practical applications
- 📌 Collaborative work: Teamwork to promote exchanges and cooperation
- 📌 Preparing and using personas
- 📌 Mapping the customer journey
- 📌 Identifying and optimising touchpoints



JULIA KRALL

- 📌 A strong focus on the interfaces between market and consumer research, method-based skills and marketing
- 📌 In-depth, practice-based expertise in the area of qualitative and quantitative market and consumer research
- 📌 Expertise in satisfying demands for information during product development and innovation processes
- 📌 Many years' experience as a university lecturer

SIMPLICITY – THE PATH TO SIMPLE SOLUTIONS

The world's most successful companies highlight how this works: Simplicity is the key to more efficiency and innovation. What Apple, Google and Co. do on a large scale can also be done in everyday working life. This training will show you how conscious simplification allows you to tap your hidden potential. The tried-and-tested methods you learn will enable you to systematically reduce complexity and elegantly streamline your work processes. Adopt minimalistic approaches to create structures that allow you and your team to focus more on what really matters. Discover practical tools to optimise your processes and significantly increase your productivity.

CONTENTS

- ♥ Systematic analysis of complexity drivers
- ♥ Practical methods to reduce complexity
- ♥ Develop minimalistic approaches to work
- ♥ Optimise communication and processes
- ♥ Implement sustainable simplicity strategies



COSIMA EIRICH

- ♥ Reducing complexity & optimising processes
- ♥ Minimalistic work practices
- ♥ Solution-oriented consulting
- ♥ Practical structural development

MS EXCEL BASIS

Participants learn how to work with MS Excel and how to use the numerous functions to complete tasks more efficiently and faster.

This workshop has been designed specifically for people who want to improve their MS Excel skills fast. This means that the workshop is also the ideal basis for more in-depth Excel training courses.

CONTENTS

- 📌 Create, edit and format lists, tables and spreadsheets
- 📌 Visualise and present data
- 📌 Understand and use calculations and functions in Excel

ZIELGRUPPE

Ideal for everyone who so far only has a limited or basic understanding and who wants to improve their Excel skills with minimal time inputs.



CHRISTOPHER SCHRENK

- 📌 Many years as a successful international business consultant
- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer

MS WORD BASIS

As well-known as Microsoft Word is, there are many secrets hidden in this well-designed program. In this workshop, participants will learn everything about the most important functions and basics of Word. In addition, we provide keyboard shortcuts as well as tips and tricks that simplify everyday work.

CONTENTS

- 📌 Overview and interface
- 📌 Proper, easy and fast formatting
- 📌 Automations, mail merge and field functions
- 📌 Data protection and document security
- 📌 Shortcuts, tips and tricks for efficient work



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- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer

EFFICIENT USE OF MS OUTLOOK

The main objective of the seminar is to strengthen the competence of effective self-management regarding time efficiency and to implement it operationally in MS Outlook. Best practices will be developed. Special attention will be paid to simplifying cross-cutting cooperation by means of various options in MS Outlook, task lists and MS To Do.

CONTENT

- 📌 Basic functions
- 📌 Working with Outlook
- 📌 Emails
- 📌 Calendar
- 📌 Scheduling
- 📌 Implementing self-organisation & productivity
- 📌 Working together efficiently
- 📌 Tasks and MS To Do
- 📌 Plugins and synchronisation with other tools
- 📌 Mobile use
- 📌 Tips, tricks, quicksteps



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BUSINESS **ENGLISH** WITH AAC

For over 20 years, AAC (Commkey cooperation partner) has been specialising in quality instead of quantity, tailor-made training solutions rather than off-the-peg concepts, and personalised training instead of inflexible and outdated learning methods. AAC transfers new knowledge and consolidates existing skills. Work towards pre-defined goals using tried-and-tested teaching concepts and state-of-the-art methods.

METHOD

- 📍 Innovative training concepts (e.g., issue maps)
- 📍 Strong customer focus (industry/tasks)
- 📍 Digital feedback
- 📍 Guaranteed fun!



IAN FOSTER

- 📍 Business trainer and coach (TÜV-certified / MBA)
- 📍 Facilitator of wide-ranging change and coaching processes
- 📍 Expert with many years' experience in executive coaching, presentations, leadership, teambuilding and negotiations
- 📍 Visiting lecturer at various universities



JAMES MACGREGOR

- 📍 Business English Trainer at AAC

SPECIAL FIELDS

PUSH YOUR SALES

...

SALES

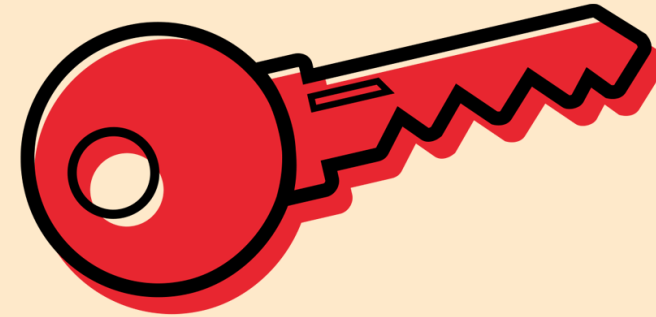


SALES FOR **KEY** ACCOUNT 1

Help your employees become sales professionals – from mindset through the first pitch to closing with confidence and consistency.

Develop your individual sales system with measurable key performance indicators and controllable OKRs.

If you have the right mindset, the right overview and the right soft skills, selling becomes an exciting challenge.



RECOMMENDED FOLLOW-UPS

- 📌 Sales for Key Account 2
- 📌 Telesales – the classic as a revenue saver
- 📌 Objection handling – from problem to solution

METHOD

- 📌 Exercise-based practical learning



DAMARIS SCHWAIGER

- 📌 Business trainer / coach / consultant and conflict manager
- 📌 Expert for sales and communication, teambuilding, TTT courses, personal impact, voice, rhetoric, conflict management and dealing with objections



LUKAS HETZENDORFER

- 📌 Marketing Expert trained by Google and T-Mobile
- 📌 Sales, with a focus on digitalisation
- 📌 Corporate culture, leadership and New Work

SALES FOR **KEY** ACCOUNT 2

Help your employees become sales professionals – to develop scripts for perfect sales pitches themselves and to have the right rhetorical tricks ready for every situation. Best practices will be developed from field reports. Sales experience is a prerequisite.

Learn to design, calculate and control KPIs and OKRs yourself. A living system that already has success built in.

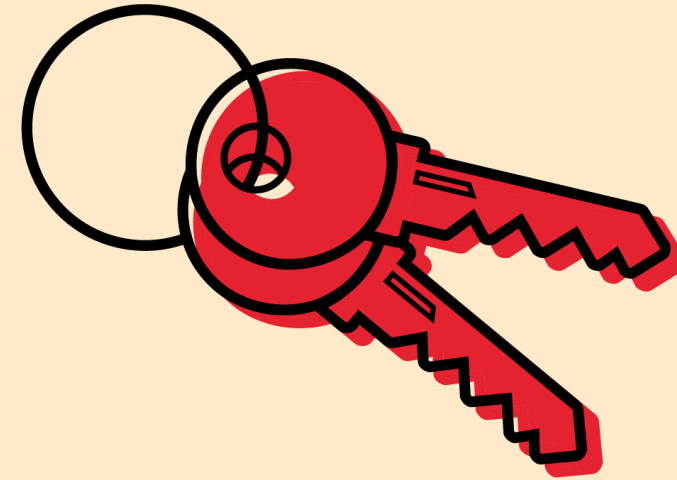
Make sales the foundation of your success.

RECOMMENDED FOLLOW-UPS

- 📌 Sales Master – the Hollywood Method
- 📌 Telesales – the classic as a revenue saver
- 📌 Objection handling – from problem to solution

METHOD

- 📌 Exercise-based practical learning



DAMARIS SCHWAIGER

- 📌 Business trainer / coach / consultant and conflict manager
- 📌 Expert for sales and communication, teambuilding, TTT courses, personal impact, voice, rhetoric, conflict management and dealing with objections



LUKAS HETZENDORFER

- 📌 Marketing Expert trained by Google and T-Mobile
- 📌 Sales, with a focus on digitalisation
- 📌 Corporate culture, leadership and New Work

SOCIAL **SELLING** VIA LINKEDIN

MORE CUSTOMERS THROUGH DIGITAL RELATIONSHIPS

In times of digitalisation, social selling has become indispensable for sales staff. Studies show that salespeople who actively use social media achieve their sales goals significantly more often than those who do not.

Modern social selling combines referral marketing with a storytelling strategy. Sales generate and qualify their own leads with the help of new marketing disciplines and tools. The course teaches participants the basics of social selling. During the training, participants are guided and accompanied in small groups. They receive practical exercises and feedback in order to be able to implement the contents of the course directly in their everyday work.

The training is aimed at sales staff, marketing staff and all those who want to sell via social media.

ADDED VALUE FOR PARTICIPANTS

- 💡 They learn how to successfully use social selling for their sales activities.
- 💡 Valuable tips and tricks for creating high-quality content.
- 💡 Find and qualify relevant leads.
- 💡 Insights into how communities work.

PROCESS

A full-day workshop teaches you and your team the basics of modern sales on social media. This is followed by several months of support, during which participants are coached every fortnight and existing processes are optimised.



ROMAN ECKSCHLAGER

- 💡 Entrepreneur
- 💡 AI Strategy Consultant
- 💡 Marketing Enthusiast
- 💡 Sales Professional
- 💡 Networker



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DIGITAL **SALES** AND MARKETING

In this workshop you will learn more about the future of digital sales and marketing. In a world where digital presence is crucial, we will show you how to effectively position your brand in the digital space. Learn about the latest trends and tools for social media, content marketing and e-commerce. This workshop will give you the opportunity to gain valuable knowledge and skills to grow your digital footprint, strengthen customer relationships and increase sales.



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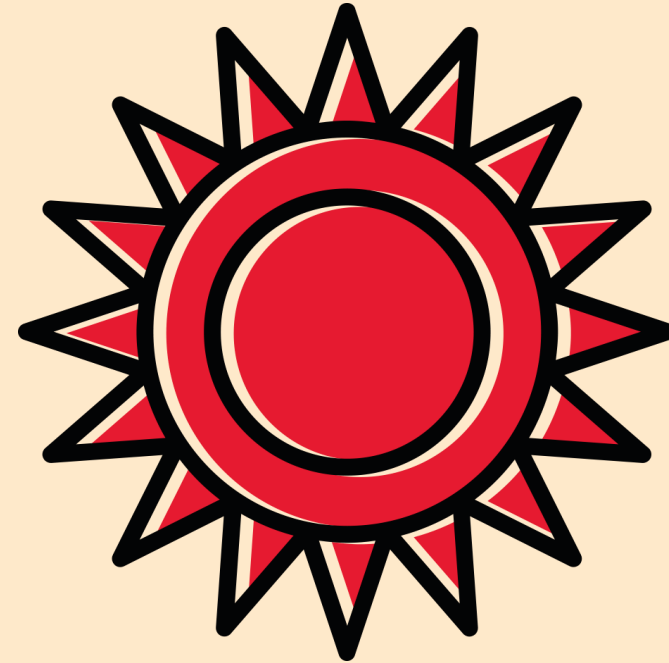


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DEPLOYING AI IN **SALES**

Maximise your sales success with this one-day workshop on the deployment of AI in sales. This workshop is aimed at sales professionals who want to deploy the transformational power of artificial intelligence to optimise their sales processes and boost their sales revenues. Gain a comprehensive overview of the latest trends and developments in the area of AI and their application in sales. Through practical use cases, you will discover how successful companies deploy AI tools to design more efficient and effective sales processes. Find out which AI-based tools and technologies you can use to fine tune your sales strategies and achieve better results. Take advantage of this workshop to boost your sales skills and identify the potential of artificial intelligence as the key to your future success.

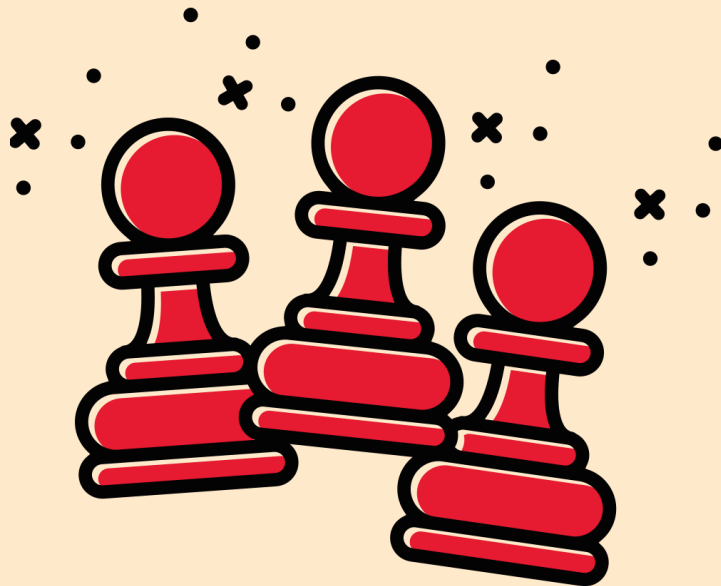


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- ♥ Marketing Enthusiast
- ♥ Sales Professional
- ♥ Networker

DIGITAL NETWORKING AND COMMUNITY MANAGEMENT

Satisfied customers are important for companies. However, enthusiastic customers have a much greater impact and effect on future business. Communities can help to generate, strengthen and communicate this enthusiasm. Then there are open business networks such as LinkedIn. But open networks serve a purpose, your own communities serve a cause. And with your own communities, control remains in the hands of the company. In this workshop, you will learn how to build, strategically support and monetise a community or network.



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SALES JUNIOR

THE HOLLYWOOD METHOD

This course is a well-founded training programme for beginners, switchers & newcomers. Based on the methods of the Actors Academies in the USA, experienced salespersons, heads of sales and actors will impart lasting, well-founded knowledge of role perception, staging, persuasiveness and mindset in addition to the basic skills for sales and distribution such as sales psychology, presentation, acquisition, closing, handling objections, etc. Concluding with a sales contest and certificate.

SETTINGS

- 📍 Face-to-face training
- 📍 Online sessions
- 📍 On-the-job training
- 📍 Individual sessions/coaching
- 📍 Peer groups, job shadowing



DAMARIS SCHWAIGER

- 📍 Business trainer / coach / consultant and conflict manager
- 📍 Expert for sales and communication, teambuilding, TTT courses, personal impact, voice, rhetoric, conflict management and dealing with objections



WERNER LANDSGEßELL

- 📍 Business trainer/coach, certified PERMA-Lead consultant
- 📍 Many years' experience as an actor on stage and on TV
- 📍 Occupational and organisation psychologist, clinical psychologist
- 📍 An expert in combining psychology and acting skills in the area of interpersonal communication

SALES MASTER

THE HOLLYWOOD METHOD

This course offers new, innovative approaches for "old hands" in sales and commerce, heads of sales and key account managers with at least 3 years of professional experience. Using unusual, sustainable methods, the mindset and one's own resources are strengthened to deal with the demands and changes of the sales world in the 21st Century. Methods from the Actors Academies in the USA enrich the possibilities for persuasion, acquisition and customer retention. The course, which lasts several months, ends with a sales contest and certificate.

SETTINGS

- 📍 Face-to-face training
- 📍 Online sessions
- 📍 On-the-job training
- 📍 Individual sessions/coaching
- 📍 Peer groups, job shadowing



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PHONE ACQUISITION & SALES

THE CLASSIC AS A REVENUE SAVER

In times of constant change, reaching potential customers is becoming more and more challenging. Professional target group definition, research and acquisition are indispensable as a basis.

Arousing interest and gaining customers on a sustained basis are the supreme disciplines on the road to corporate success. This training teaches the basics of successful telephone customer acquisition, arousing interest and closing deals.

METHOD

- 📍 Transfer of theoretical aspects
- 📍 Basics of demand/benefit communication
- 📍 Teaching of contemporary sales skills
- 📍 Support for the dissolution of beliefs/resistance
- 📍 Promotion of self-reflection



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DEALING WITH OBJECTIONS

NAVIGATING FROM THE PROBLEM TO THE SOLUTIONS

Dealing with objections in a solution-oriented and customer-binding manner is particularly challenging in times when expectations on the customer side are constantly changing. This training focuses on the transfer of professional tools and promoting constructive communication.

METHOD

- 📌 Transfer of theoretical elements
- 📌 Questioning techniques
- 📌 Positive formulations
- 📌 Self-reflection



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TELEPHONE-BASED CUSTOMER SUPPORT

Business-related telephone conversations require employees to rely on skills which can be compensated for with other skills and senses during face-to-face conversations. Ideally, fundamental communication skills such as active listening, eliciting commitment, questioning techniques and ensuring telephone conversations follow a professional structure are conveyed and developed in team and 1-on-1 contexts over a period of several weeks. Practical relevance is a must here.

CONTENTS

- 📌 The basics of customer communication
- 📌 An understanding of your role as a company representative
- 📌 Positive formulations and magical phrases
- 📌 Respect-based communication
- 📌 Conversation management and goals
- 📌 Active listening
- 📌 Building relationships as a basis for customer loyalty – focus on the relationship level
- 📌 Identifying needs and correctly interpreting messages and signals
- 📌 The basics of handling objections
- 📌 Questioning techniques to identify issues
- 📌 Basic negotiation skills
- 📌 Self- and third-party perception
- 📌 The four phases of B2B on the phone
- 📌 Interpretation as a stumbling block in solution-oriented communication
- 📌 Understanding word-of-mouth dynamics
- 📌 The map communication model and changing perspectives



SARA MONTAGNOLLI

- 📌 Mentoring & leadership
- 📌 Teambuilding, communication & motivation
- 📌 Resilience & courage
- 📌 Female empowerment & women in leadership positions
- 📌 Parallels between sport & business
- 📌 Conflict management & mediation
- 📌 Health & wellbeing



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DE-ESCALATION DURING TELEPHONE-BASED CUSTOMER CONTACTS

Telephone-based customer contact is all the more challenging the more economically and politically volatile the context is. A false sense of anonymity on the phone contributes to employees increasing facing hostility and insults.

The support provided during this programme, both in a team context and on-the-job training, boosts employees' skills at defining personal boundaries, remaining professional and their de-escalation techniques.

CONTENTS

- ♥ Dealing with emotions that boil over
- ♥ Understanding roles and setting boundaries
- ♥ Separating people from the problem
- ♥ Strategies for result-oriented conversation management
- ♥ Conversation gambits such as expressing wishes rather than making accusations
- ♥ Managing objections
- ♥ Role clarity as the key to acting / reacting spontaneously
- ♥ Resilience



DAMARIS SCHWAIGER

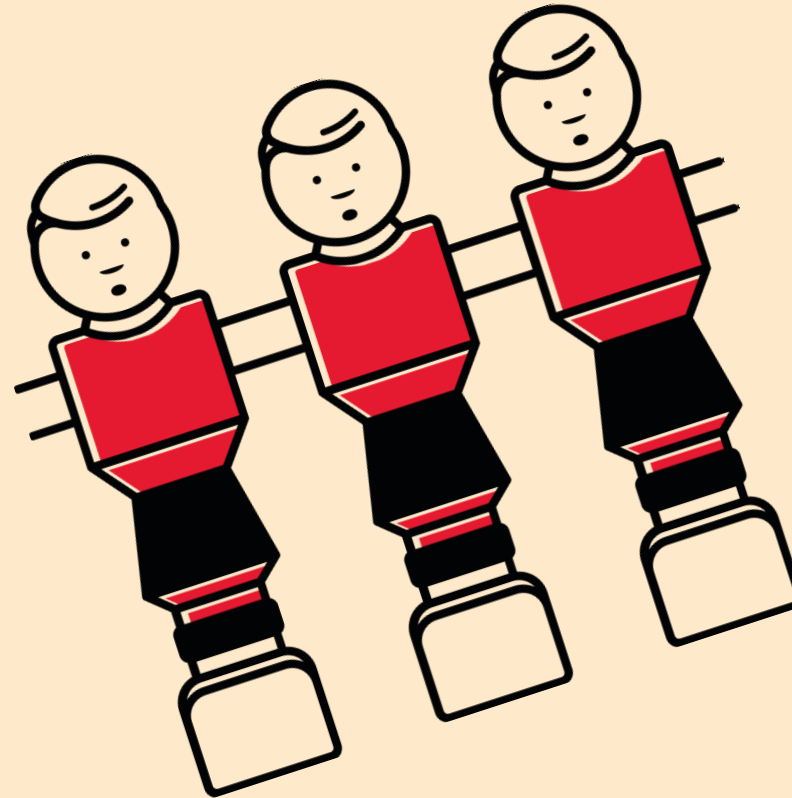
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SPECIAL FIELDS

STRENGTHEN YOUR TEAMS

...

TEAMS



TEAM DEVELOPMENT

CONSTRUCTIVE COOPERATION IN VOLATILE TIMES

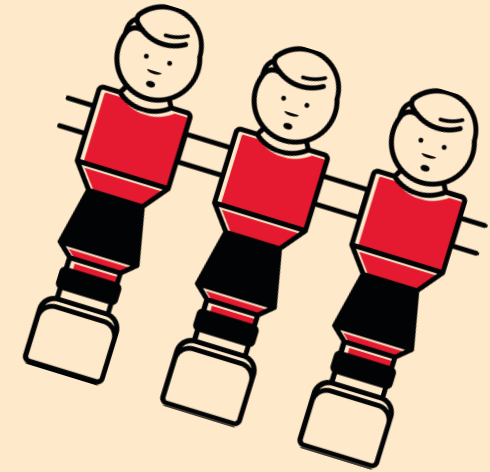
The past few years have been marked by major changes in the social and professional environment. Unpredictability and necessary reorientation are the new normal. The associated uncertainties lead to conflicts and teams are constantly in a state of flux. By means of practice-oriented and emphatic methods, your team will be accompanied to continue working together constructively, productively and appreciatively despite constantly changing external and internal factors.

RECOMMENDED FOLLOW-UP

- „Teambuilding“

METHOD & CONTENT

- Theory impulses
- Value systems & group dynamics
- Mindset development
- Map model
- Blind Spot & Feedback
- Self-motivation & personal responsibility
- Team vision
- Basics of appreciative & solution-oriented communication



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IAN FOSTER

- Business trainer and coach (TÜV-certified / MBA)
- Facilitator of wide-ranging change and coaching processes
- Expert with many years' experience in executive coaching, presentations, leadership, teambuilding and negotiations
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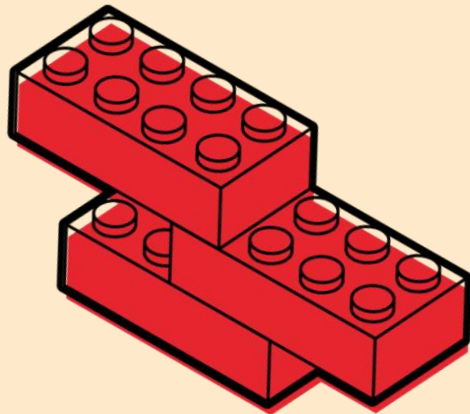
TEAM BUILDING WITH IN-BUILT FUN FACTOR

Identify the strengths and untapped potential of your team and have fun doing it.

Tried-and-tested tools highlight the existing strengths of your team. This analysis serves as a basis for a gap analysis to identify development potential and define specific action plans for the future. All with an in-built fun factor, of course. Ideal for every team that wants to get a snapshot of their status quo, work together more effectively in future and have fun at work.

METHOD

- 📌 Tried-and-tested team analysis tools, worksheets and templates
- 📌 Feedback rounds
- 📌 Fun exercises and tasks with in-built learnings
- 📌 Guaranteed fun!



CLEMENS DOPPLER

- 📌 Vice World Champion
- 📌 Twice European Champion
- 📌 4-Time Olympic participant
- 📌 MBA in business administration and sports
- 📌 Systemic coach



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THE **XY** FILES SOLVED

A HUMOROUS WORKSHOP TO PROMOTE UNDERSTANDING BETWEEN THE GENDERS

With a twinkle in the eye, the differences in female and male mindsets and action processes are conveyed based on scientific studies and real-life findings. Playful teaching of a toolkit to make professional cooperation more efficient and reflective

METHOD

- 📌 Theoretical content transfer
- 📌 Questioning techniques
- 📌 Practical examples
- 📌 Self-reflection



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MARTIN KNOPF

- 📌 Many years' experience as a project manager
- 📌 Registered mediator
- 📌 Expert in the management of complex construction projects with international teams

DIVERSITY

„Diversity is a group of people who are different in the same place.“

Diversity has many aspects. Within companies, we generally talk about demographic diversity, i.e. differences in terms of gender, age, nationality and/or culture. But sexual orientation, religion, physical and intellectual skills also play an important role. Future-oriented companies have identified the enormous advantages of appreciating and promoting diversity in the interests of the company and its employees:

- When put into practice, diversity highlights the social skills of management and boosts employee satisfaction, loyalty and employer branding.
- Diverse contributions based on different approaches are the keys to more efficient decision-making within a company.
- Customer perceptions become more positive
- Clear evidence exists of above-average financial results when compared to other industry players

METHOD

- Theoretical inputs on the importance and a definition of diversity
- Practice-oriented analysis of the status quo at your company
- A realistic definition of the target status
- Development of a suitable action plan for implementation



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- Health & wellbeing



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CULTURE CLASH

AVOIDING MISUNDERSTANDINGS AND BUILDING RELATIONSHIPS

Globalisation and migration are bringing people closer together. This also applies to the workplace. This can result in areas of friction that some even see ending in a "clash of cultures".

But what is "culture" actually? And how can we still succeed in working together despite different perspectives?

This seminar does not teach do's and don'ts but creates understanding for human diversity. Learn to find your way within this diversity by learning to communicate and reflect correctly. Learn how conflicts arise, but also how they can be resolved so that togetherness can succeed..

METHOD

- 📌 Theory impulses and specialist content for better understanding
- 📌 Knowledge transfer through practical examples & role plays
- 📌 Joint reflection
- 📌 Promotion of self-reflection



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GENERATION MANAGEMENT

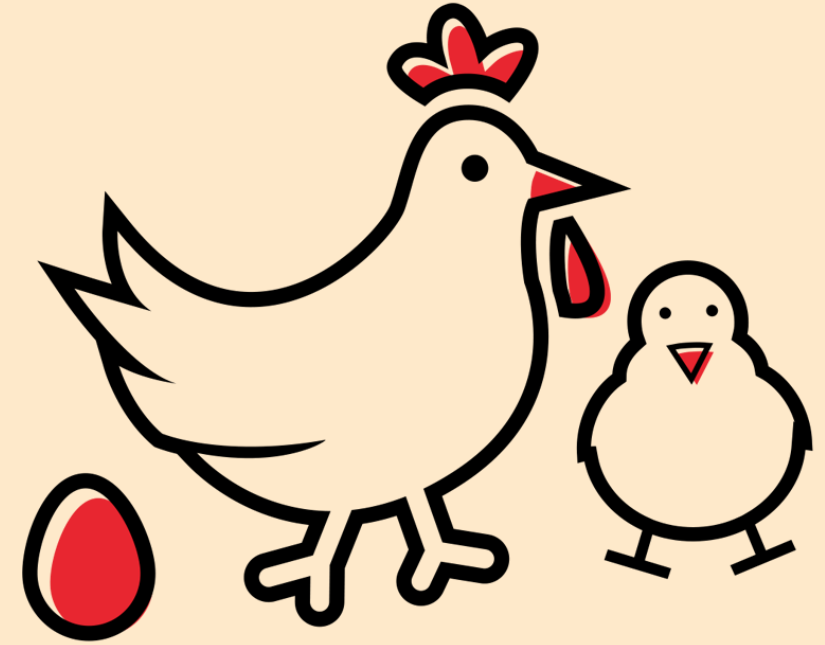
Every generation offers its own specific advantages, which is why all employees, and the company as a whole can benefit from proactive generation management.

The key to effective collaboration within a company is an understanding of the various values, goals and approaches of different generations and age groups.

Transferring in-company expertise and explaining processes and procedures is simplified by dismantling stereotypes and prejudices in order to safeguard a company's future success and employee satisfaction levels.

METHOD

- 📌 Theoretical inputs to create understanding of different generations, followed by a discussion
- 📌 Initial analysis of your own team
- 📌 Analysis of in-company activities related to generation management
- 📌 Collective development of action plan options



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CHRISTOPHER SCHRENK

- 📌 Many years as a successful international business consultant
- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer



DAMARIS SCHWAIGER

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HIGH IMPACT TEAMS – CLARITY, FOCUS, RESULTS

The High Impact Teams workshop is aimed at teams who want to elevate their collaboration to the next level. It delivers clarity about roles, responsibilities and processes – the basis for focused and productive work together. A detailed analysis of processes and tried-and-tested methods reduce friction, clarify the Big Picture and promote self-responsibility. The outcome: less coordination work, less stress on individuals and more time for what really matters. Interactive formats and practical tools ensure that the solutions developed work in an everyday business context.

CONTENTS

- 📍 Develop clear role allocations and responsibilities
- 📍 Analyse processes and streamline them
- 📍 Prioritisation and task management in teams
- 📍 Establish effective communication routines
- 📍 Create transparency about workloads and responsibilities
- 📍 Tools for a better overview, more structure and self-management
- 📍 Steps to reduce excessive stress



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TEAMWORK MAKES THE DREAM WORK – THE DNA OF TOP-PERFORMING TEAMS IN PROFESSIONAL SPORT

Building high-performance teams in professional sport is a complex process influenced by several decisive factors.

It is often the same challenges that teams face in professional sport and business – regardless of whether the teams are large or small.

Over the course of my 25-year professional sporting career, I have worked with many different personalities and celebrated many major international successes.

Through a series of practical tips and tricks, I explain how a group can develop to become a top-performing team.

Practical issues from top-level sport applied to the world of business:

CONTENTS

- 📍 From a 'Team of Stars' to a 'Starteam'
- 📍 The importance of a strong and constructive feedback culture
- 📍 A foundation of trust within the team
- 📍 Defined allocation of roles
- 📍 Development steps of top-performing teams
- 📍 Hierarchy is out – leadership from outside in
- 📍 Interactive exercises to boost the sense of 'us'
- 📍 Q&A and discussion round

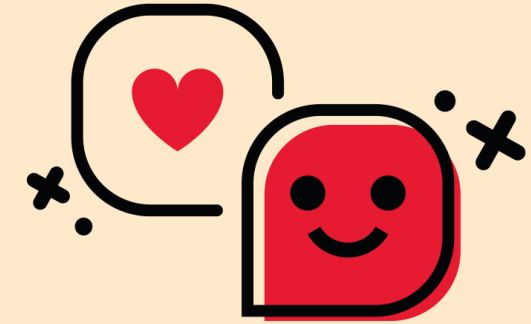


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DIFFICULT DISCUSSIONS

HOW TO ADDRESS ISSUES TO RESOLVE CONFLICT



Major conflicts don't arise from one day to the next. Generally, the conflict parties descend together on a spiral as the conflict develops over time.

This spiral often starts with small misunderstandings and/or needs which are not expressed.

It is exactly here that this new method applies. The key is to identify and address key issues at any early stage in order to jointly work on a solution instead of allowing a conflict to develop.

We will also analyse challenging situations in which it is often difficult to address employees and colleagues for fear of their reaction, such as assuming a high psychological burden, addiction issues or the feedback necessary during an annual appraisal meeting.

METHODS

- 📌 Group exercises
- 📌 Self-reflection
- 📌 Theoretical inputs
- 📌 Simulations



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HAPPINESS MANAGEMENT – ESCAPE THE RAT RACE

Happiness management is an innovative concept which combines scientific findings with practical exercises to increase your personal sense of happiness and satisfaction with life as the basis for professional success. Constant deadline pressure, high performance demands and permanent exposure to information and stimuli often lead to us feeling stressed and drained. But how can we boost our own sense of happiness and live a fulfilling life?

Happiness management offers an innovative approach which combines scientific findings with practical exercises. During this workshop, you will discover how you can positively influence the most important ingredients for happiness in your professional and private lives and develop daily habits which boost rather than drain your energy levels. We analyse every aspect of our day-to-day lives: Attitudes and mindsets, the working environment, our biorhythm, nutrition, exercise and all the factors which influence our happiness.

METHODS

- 💡 Tips and exercises which can immediately be integrated into your everyday life.
- 💡 In-depth knowledge from the fields of happiness research and psychology. Our trainers offer their expertise gained at the best companies in the world, such as Google, and from their years working as an actor.
- 💡 Practical exercises which help you boost your sense of happiness.



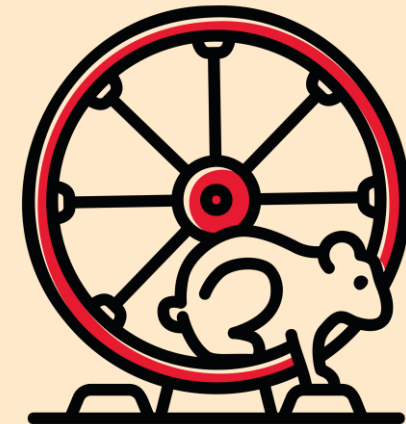
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PURPOSE-DRIVEN AND RESPECT-BASED COMMUNICATION

The aim of this is to promote and develop purpose-driven communication skills, boost self-esteem, develop your personal mindset and understanding of one's own role as well as your impact on your surroundings. This workshop also focuses on basic skills for managing challenging discussions and aspects such as preparation and attitude, self- and third-party perceptions during communication so that discussion goals can be reached to the satisfaction of both parties.

Through varied and game-based methods, participants learn how to interpret their own and third-party messages and to employ strategies which improve mutual understanding. It also covers solutions and options for reaching discussion-based objectives. The development of one's own personality and standing in the professional context is also facilitated.

CONTENTS

- 💡 Communication basics – sender-receiver principle
- 💡 Body language – signals and interpretations
- 💡 Basic rhetorical skills, with a focus on conversational gambits and mindset
- 💡 Confidence when communicating with difficult dialogue partners and/or in challenging situations
- 💡 Structure for difficult discussions
- 💡 Understanding one's own role
- 💡 Respect-based communication
- 💡 Identifying needs and correctly interpreting messages and signals
- 💡 Questioning techniques to identify issues
- 💡 Self- and third-party perception
- 💡 Creating the greatest possible mutual understanding
- 💡 Interpretation as a stumbling block in solution-oriented communication
- 💡 Expectations as another communication stumbling block
- 💡 The map communication model and changing perspectives
- 💡 Positive formulations and magical phrases
- 💡 Techniques for dealing with objections



ANDREAS LICHTBLAU

- 💡 Conflict management
- 💡 Business training / coaching
- 💡 Sales and communication
- 💡 Team building & development
- 💡 Personal development
- 💡 Dealing with objections
- 💡 Complaint management
- 💡 Trainee education



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SPECIAL FIELDS

**BUILD ON YOUR COMPANY-
WIDE STRENGTHS**

...

BUSINESS CULTURE



CULTURE OF INNOVATION

The programme helps companies develop new ways of thinking, improve creative problem-solving skills and generate innovative ideas. It seeks to strengthen innovation skills to react flexibly to market changes and to use new technologies.

Participants receive theoretical input on what innovation means, why it is relevant and learn how to deal with it successfully in their own companies.

CONTENT

- 📌 Introduction to the culture of innovation
- 📌 Creating an environment conducive to innovation
- 📌 Innovation strategies and methods
- 📌 Change management and acceptance

METHOD

- 📌 Imparting theoretical & practical contents
- 📌 Discussion and exercises
- 📌 Formulation of concrete steps
- 📌 Development of concrete implementation plans



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- 📌 Corporate culture, leadership and New Work

INTRAPRENEURSHIP

ENTREPRENEURIAL THINKING AND ACTING FOR EMPLOYEES

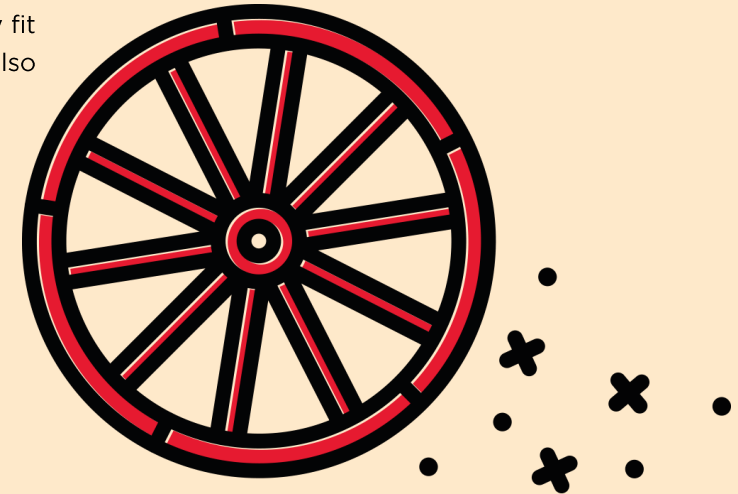
Intrapreneurship is a combination of the words "intracorporate" and "entrepreneurship". Employees want to think and act entrepreneurially in and for companies. They want to develop and implement revolutionary ideas to make their company fit for the future. In this workshop, you will not only learn all the basics about this method for "innovation from within" but also exciting information about the positive effects on employee retention and recruitment.

CONTENTS

- 📌 Introduction to intrapreneurship
 - Requirements, suitability, tasks, opportunities & risks, framework conditions
- 📌 The intrapreneur mindset
 - Mindset, mentality & attitude, 10 commandments of the intrapreneur
- 📌 The intrapreneur skillset
 - Skills, abilities, competences

METHOD

- 📌 Teaching of theoretical & practical contents
- 📌 Discussion
- 📌 Formulation of concrete steps



CHRISTOPHER SCHRENK

- 📌 Many years as a successful international business consultant
- 📌 Strong background in business, project and event management
- 📌 IPMA-certified project manager, PMA Award 2017
- 📌 Certified burn-out prevention trainer

INNOVATIVE RECRUITING INTERVIEWS

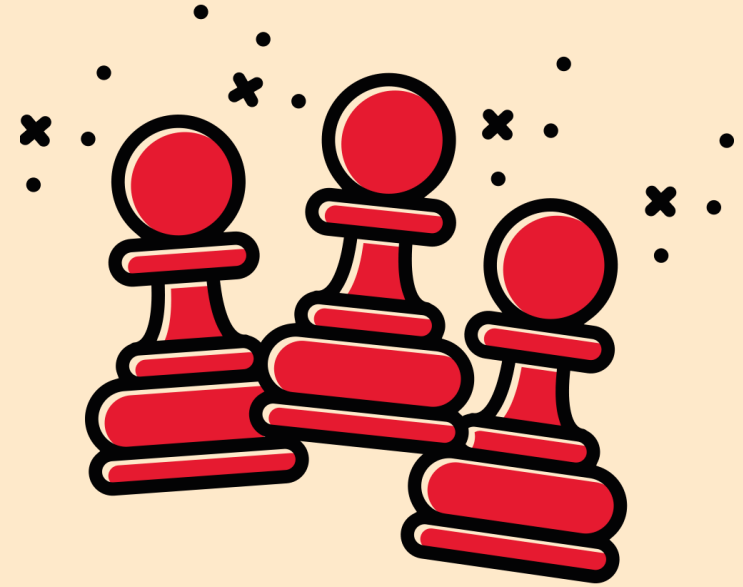
THE SOLUTION TO ATTRACT QUALIFIED EMPLOYEES

The job market is empty, and vacancies are difficult to fill? The recruiting interview is the one chance to make a lasting, positive impression as a company and as a manager. Learn how to conduct innovative interviews to more easily attract qualified employees.

Turn every interview into an opportunity and increase your attractiveness as an employer.

METHOD

- Analysis of existing approaches
- Theory impulses for successful recruiting conversations
- Creative methods for finding new solutions and making an exceptional impression
- Establishment of an ongoing improvement process for sustainable implementation



ELMAR FLECK

- HR and management expert at national and international players
- Multiple entrepreneur
- Business coach and trainer
- An HR expert with many years of experience in personnel development and change management with a strong focus on interpersonal communication

PSYCHOLOGICAL HYGIENE

Just like our body, our psyche also requires daily care if it is to remain healthy. This workshop highlights how to easily, effectively and practically achieve psychohygiene in everyday working life. Participants learn how to identify stress early, effectively counter it and boost their mental resilience. This relies on practical tips and specific but easy-to-perform exercises. If you look after yourself daily, you can achieve more impact than through longer recuperation periods. This not only boosts your personal health but also motivation and performance levels as the keys to better collaboration in teams.

CONTENTS

- ♥ The basics of psychohygiene
- ♥ Identify signs of stress early
- ♥ Understand your personal stress patterns
- ♥ Simple techniques for mental and physical relaxation
- ♥ Small rituals to achieve more inner balance
- ♥ Discussion of typical stress factors and common solutions



WERNER LANDSGEßEL

- ♥ Business trainer/coach, certified PERMA-Lead consultant
- ♥ Many years' experience as an actor on stage and on TV
- ♥ Occupational and organisation psychologist, clinical psychologist
- ♥ An expert in combining psychology and acting skills in the area of interpersonal communication

FEMALE EMPOWERMENT

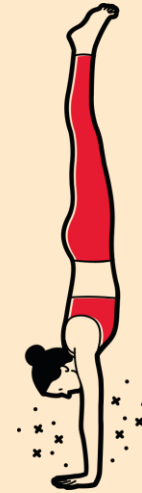
COURAGE. VOICE. IMPACT. EMPOWERMENT, VISIBILITY AND NETWORKING.

Female empowerment is more than just a buzzword – it is an opportunity to design your own role built on clarity, self-assurance and inner strength. During this workshop, we create a safe space for reflection, communication and personal development. Women taking part receive specific inputs, tools and inspiration to better understand themselves, make their strengths visible and consciously shape their impact – in everyday business and in life.

Whether you are a new entrant or an experienced manager: Many women feel uncomfortable dealing with visibility, self-doubt or communication habits. This is exactly where we focus – with elements of coaching, sport psychology and leadership training. Our focus will be on issues such as our identity, self-image, mental power, clear communication, making an authentic impression and dealing with challenges.

However, this workshop is about more than just personal development: We show how women can support each other – through mentoring, networks, shared experiences and real empowerment instead of competing with each other. This module is particularly helpful for women working in male-dominated industries who want to actively shape their role at the company or to take on more responsibility without buckling under.

It is led by Sara Montagnolli – former world-class athlete, pioneer in a male-dominated environment and an experienced mentor. Her personal stories combine scientific findings with practical experience and emotions with clarity to develop an approach which delivers encouragement, changes perspectives and makes a sustainable impact.



SARA MONTAGNOLLI

- ♥ Mentoring & leadership
- ♥ Teambuilding, communication & motivation
- ♥ Resilience & courage
- ♥ Female empowerment & women in leadership positions
- ♥ Parallels between sport & business
- ♥ Conflict management & mediation
- ♥ Health & wellbeing



JULIA CENCIG

- ♥ Actress (police inspector in Soko Kitzbühel, et al.)
- ♥ Artist of the Year (2022)
- ♥ Female empowerment, gender and diversity expert
- ♥ Expert trainer

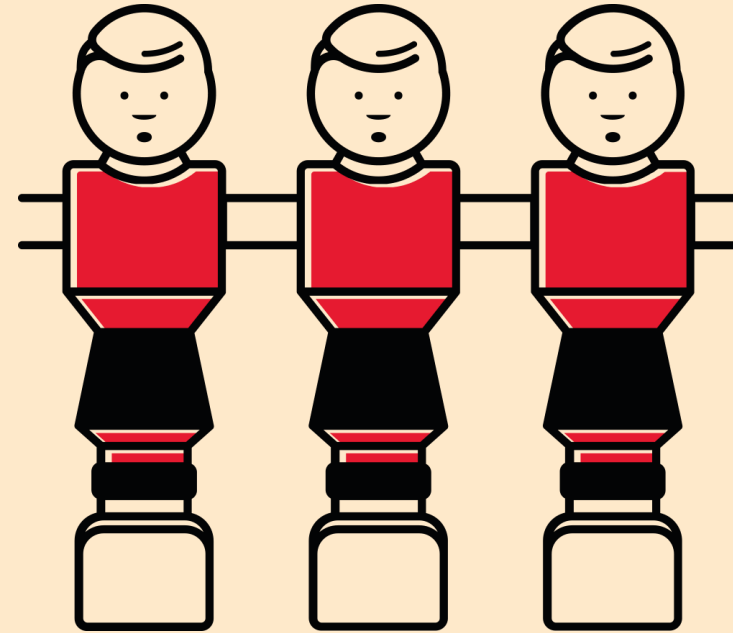
CHANGE MANAGEMENT IN TEAMS

Your goals change over time. You and your team want to actively shape changes rather than just reacting passively? This workshop will support you here.

Your objective basis for agility in teams. This training supports you during your change process(es) with expertise and tools to adjust to constant change in the world of work.

METHOD

- 📌 Transfer of theoretical elements
- 📌 Analysis of the status quo
- 📌 Define the desired team dynamics
- 📌 Prepare a change roadmap



IAN FOSTER

- 📌 Business trainer and coach (TÜV-certified / MBA)
- 📌 Facilitator of wide-ranging change and coaching processes
- 📌 Expert with many years' experience in executive coaching, presentations, leadership, teambuilding and negotiations
- 📌 Visiting lecturer at various universities

ERROR CULTURE

ERRORS **ALLOWED** – WHY PSYCHOLOGICALLY **SECURE TEAMS** PERFORM BETTER

According to Amy Edmondson from Harvard Business School, high-performing teams are characterised by a vibrant error culture based on psychological security. We support your managers in creating a basis for good collaboration and team spirit.

Organisations and their managers benefit enormously when employees have the confidence to open their mouths. This can only happen in a psychologically secure environment free of vague fears of retaliation from managers. This process explains how managers can create this environment and how dealing with mistakes constructively can lead to higher performance levels.

CONTENTS

- 📌 Basics of organisational development
- 📌 Psychological security and error rate
- 📌 Openly discussing & learning from mistakes
- 📌 A fear-free organisation
- 📌 Creating a psychologically secure working environment
- 📌 How managers create positive relationships to their team



ANDREAS LICHTBLAU

- 📌 Conflict management
- 📌 Business training / coaching
- 📌 Sales and communication
- 📌 Team building & development
- 📌 Personal development
- 📌 Dealing with objections
- 📌 Complaint management
- 📌 Trainee education



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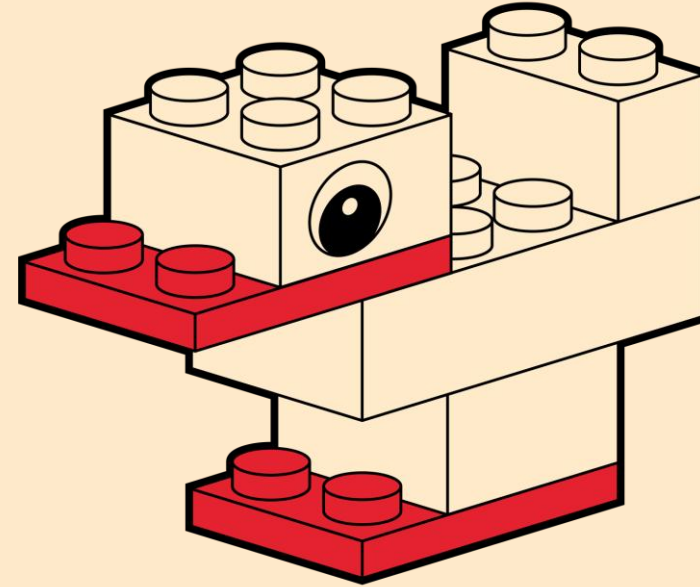
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LEGO SERIOUS PLAY WORKSHOPS – DEVELOP CREATIVE SOLUTIONS

Finding creative, innovative solutions, visions and approaches to identifying values, developing teams, cultural change, process optimisation and new forms of collaboration as well as product developments and customer journeys are all possible with Lego Serious Play.

The creative methods of Lego Serious Play stimulate participants to think creatively and multidimensionally. This method addresses all our senses, which helps us anchor the outputs in stories and images. Lego Serious Play is an option to deploy an abstract, play-based approach to identify solutions to new and relevant issues. Every thought and every intention is three-dimensionally visualised with the aid of Lego models. Learnings are collected and formulated to develop specific to-dos. All participants are involved. The focus is on ideas far removed from positions. Meaningful communication and solution-oriented skills are developed.



DAMARIS SCHWAIGER

- 📍 Business trainer / coach / consultant and conflict manager
- 📍 Expert for sales and communication, teambuilding, TTT courses, personal impact, voice, rhetoric, conflict management and dealing with objections

FOCUS ON INTERSECTIONALITY

Better understand the realities of life faced by different people and, building on this, develop offerings which address their diverse needs more effectively.

How can I better understand the needs of different people to improve my offering and our collaboration?

We will analyse and answer these questions with the aid of an intersectionality approach – a perspective of multiple discrimination.

The aim is to be able to better address the relevant target group as a result.

METHODS

- 📌 Group exercises
- 📌 Self-reflection
- 📌 Theoretical inputs
- 📌 Simulations



MARTIN KNOPF

- 📌 Many years' experience as a project manager
- 📌 Registered mediator
- 📌 Expert in the management of complex construction projects with international teams

THE DIVERSITY WORKSHOP

Our interactive workshop enhances your awareness of diversity and inclusion in the workplace. You will learn how prejudices arise, what impacts they have and how you can actively combat them. Working together, we will develop strategies to promote value-based communication and a constructive approach to differences – whether cultural, cross-generational or gender-based. Practical exercises and creative methods are the keys to changing perspectives, helping to resolve conflicts and highlighting the first steps towards an inclusive corporate culture. The aim is to identify sustainable solutions for respect-based interactions and provide stimuli to improve everyday working life together.

METHODS

- 📌 Theoretical inputs to appreciate the most important principles
- 📌 Jointly developing alternative courses of action
- 📌 Analysis of particular challenges when managing conflict in diverse teams
- 📌 Practical exercises to develop intercultural awareness and prevent conflict
- 📌 Group work to apply learnings in real-life conflict situations
- 📌 Consolidate conflict-resolving techniques and strategies



LUKAS HETZENDORFER

- 📌 Marketing Expert trained by Google and T-Mobile
- 📌 Sales, with a focus on digitalisation
- 📌 Corporate culture, leadership and New Work



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SOCIAL MEDIA – PRIVATE AND BUSINESS. RESPONSIBLE APPROACH

Social media – private focus: Responsibility instead of seduction

3.5 hours a day on Instagram, TikTok & Co., 10 years of our lives spent on the smartphone – social media are standard elements of our modern-day reality. But what does this mean in terms of our attentiveness, our self-perception and the younger generation?

During this interactive keynote, Lukas Hetzendorfer provides his take as a digital strategist and trainer: food for thought, everyday examples and controversial theories. For all those interested in the responsible use of social media, whether professionally or privately, and looking for orientation in the digital fog that surrounds us all.

Social media – business focus: LinkedIn & Co: Visible. Self-assured. Responsible.

LinkedIn, Instagram, TikTok – our digital presence has never been more relevant. But how can we achieve visibility while avoiding obvious self-promotion? How should we act responsibly as employees or managers with our own and our company's reputation? And how can we differentiate between personal branding and personal exposure?

This keynote from Lukas Hetzendorfer – digital strategist, ex-Google manager and university lecturer – highlights how companies and individuals can make smart use of social media. The fine balance between opportunity, limits and our inner thoughts.

Social media are no longer just for our social lives. If you want to be visible these days – whether as an expert, manager or employer – you need clarity regarding the use of LinkedIn & Co.

This interactive workshop allows participants to analyse specific social media profiles, identify best practices and develop their personal guidelines for professional digital communication. The aim is not to post more but to achieve more professional impact.

📌 Possible as a keynote or half-day workshop



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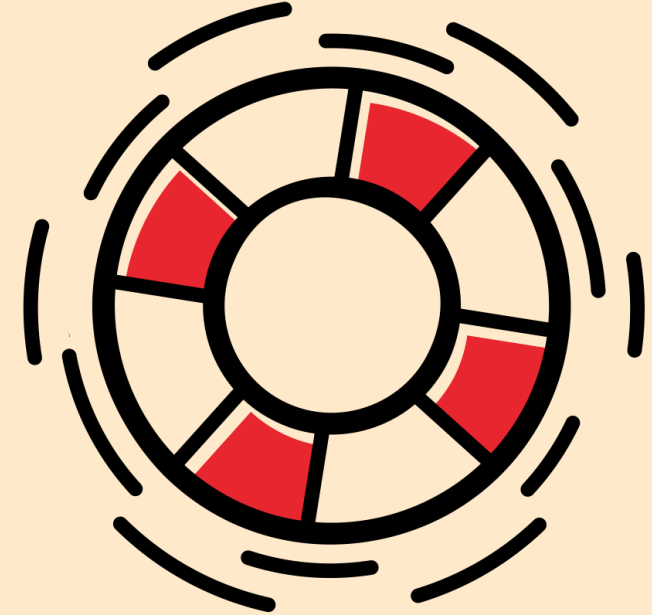
PRO-ACTIVE **CRISIS** MANAGEMENT

Pro-active crisis management leads to a structured approach for dealing with challenging situations, all with the aim of converting crises into opportunities.

- 📌 Understanding the crisis dynamic and the impact leaders can have
- 📌 Developing communication options to reduce negative outcomes of crises and create opportunities at the same time
- 📌 Clear communication as the top leadership skill

METHOD

- 📌 Theoretical inputs to understand the crisis dynamic
- 📌 Playful group work to develop content and alternatives of how to handle crises (before, during and after)
- 📌 Practicing clear communication



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- 📌 HR and management expert at national and international players
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SUSTAINABILITY

INFORMATION & INSPIRATION

The purpose of this workshop is to provide a compact overview of the origins, characteristics and consequences of sustainability. In the subsequent discussion, the immediate effects on companies, such as sustainability reports for banks or auditors or on employer branding, will be discussed.

CONTENTS

- 📌 Overview of sustainability, regulations and 17 sustainability development goals
- 📌 Impact on markets
- 📌 Immediate impact on your business and conclusions

METHOD

- 📌 Teaching of theoretical & practical contents
- 📌 Discussions
- 📌 Formulation of concrete steps



DI DR. EMMERICH HAIMER

- 📌 Cooperation with experts from the FH Wr. Neustadt / Campus Wieselburg
- 📌 Programme director: Cleaner Production & Circular Economy

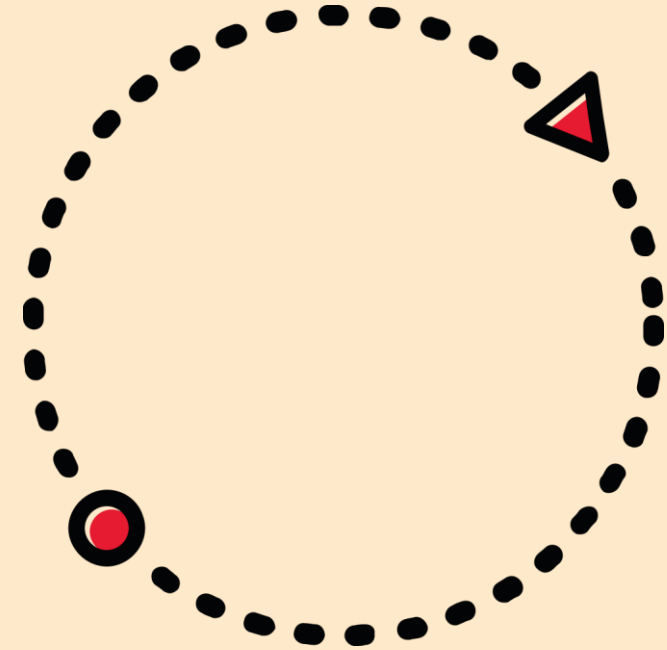
CIRCULAR INSTEAD OF LINEAR

OPPORTUNITIES OF THE CIRCULAR ECONOMY

The circular economy will play an important role in the implementation of the EU's Green Deal. What is it really about, what are the opportunities and risks and what best practice examples are there? In this workshop, we offer exciting information & inspiration for this important topic of the future!

METHOD

- 📍 Teaching of theoretical & practical contents
- 📍 Discussions
- 📍 Teaching of theoretical & practical contents



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WHY COMPLIANCE?

The word compliance is often heard in the corporate environment. But what is behind it? What does compliance actually mean? What is its purpose and when is a company actually compliant? These and other questions will be discussed in a workshop that is suitable for companies with and without a compliance management system.

CONTENTS

- 📌 Legal aspects related to the background of compliance (especially avoidance of civil and criminal liabilities at the company and for employees)
- 📌 Corporate culture & communication



GEORG ROYER

- 📌 Compliance
- 📌 Communication & rhetoric
- 📌 Legal aspects

IMPLEMENTATION OF A CMS

Do you want to implement a (certified) compliance management system at your company? This is an extensive process which, however, is essential. From risk analysis to the creation of a code of conduct to awareness raising at all levels.

CONTENTS

- 📍 Legal aspects
- 📍 Corporate culture & communication
- 📍 Leadership



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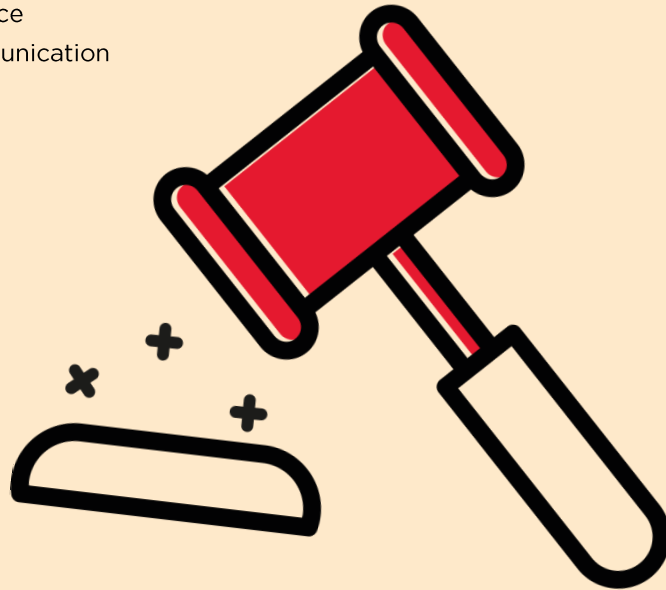
- 📍 Compliance
- 📍 Communication & rhetoric
- 📍 Legal aspects

COMPLIANCE AS A VIVID STANDARD WITHIN THE COMPANY

There is a code of conduct at the company, but no employee knows about it (let alone its contents)? Compliance management systems are of no use if they only exist on paper. Compliance must be lived within the company and awareness must be created for this.

CONTENTS

- 📍 Legal aspects of compliance
- 📍 Corporate culture & communication
- 📍 Leadership



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GEORG ROYER

- 📍 Compliance
- 📍 Communication & rhetoric
- 📍 Legal aspects

AVOID LIABILITIES

To err is human. However, mistakes are often not without consequences. Mistakes are often accompanied by liabilities – ranging from compensation payments to fines and other penalties which can affect companies, management and employees. In this workshop, you will learn how to avoid these liabilities.

CONTENTS

- 📍 Possible liabilities in public, civil and criminal law
- 📍 Liability mitigation and avoidance
- 📍 Compliance as the key to minimising liability



GEORG ROYER

- 📍 Compliance
- 📍 Communication & rhetoric
- 📍 Legal aspects

SPECIAL FIELDS

**YOUR COMPANION FOR
CHANGE**

...

CONSULTATION



ORGANISATIONAL DEVELOPMENT

Companies are living organisms which need to change constantly in response to external or internal factors in order to remain future-oriented. Let us support you by means of training to convey expertise about organisational development and provide support and consulting during the implementation phase.

Organisations are holistic entities which, on one hand, consist of departments, specific positions, processes and many other features, and, on the other, are linked to markets and overarching value generation systems. The winners in dynamic, complex environments are those organisations which identify the next viable evolutionary step. Based on the five pillars of organisational structure, corporate culture, personnel management, change management and innovation, organisational development is a planned, systematic and long-term process of corporate change and further development involving as many stakeholders as possible.



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PERMA-LEAD®: LEADERSHIP POTENTIAL AND ORGANISATIONAL CULTURE ANALYSIS

PERMA-Lead® is a positive leadership approach developed by business and organisational psychologist Dr Markus Ebner, which describes specific leadership behaviours that have a positive influence on employees. Based on this approach, organisational psychology-based test procedures are available which, on the one hand, provide a differentiated overview of current leadership behaviour and, on the other hand, point the way for the further design and development of the leadership culture. The following procedures can be used, building on each other:

PERMA Lead Profiler

This shows in which of the PERMA lead areas the manager is already realising their full potential and in which areas there is still potential for development. As a result, the manager receives a 13-page evaluation report. In addition, the manager's own expectations of themselves are assessed and compared with their behaviour.

360° feedback on leadership and management skills

The manager's self-assessment is compared with three other external assessments: that of the employees, that of the manager's line manager and a third group, which is usually made up of peers. In addition to the factors recorded in the PERMA Lead Profiler, other management competences are also recorded. Any form of further development of managers and regular assessments are suitable for use.

Both the profiler and the 360° feedback are used in confidential evaluation coaching sessions to derive specific measures for your own area.

Leadership and organisational culture analysis

An overview of the current company-wide management and organisational culture is calculated from the results of several 360° feedbacks.

This is followed by a comparison of how the current leadership culture is perceived by the different groups surveyed (all employees, all managers, all colleagues) and what their general expectations of leadership behaviour and management skills are.

It also reveals how the organisational culture is experienced and which employee behaviours are perceived as desirable or less desirable. An accompanying leadership and organisational culture analysis offers the possibility of an exact diagnosis of the organisational culture.



WERNER LANDSGEßELL

- ♥ Business trainer/coach, certified PERMA-Lead consultant
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PROCESS MINING

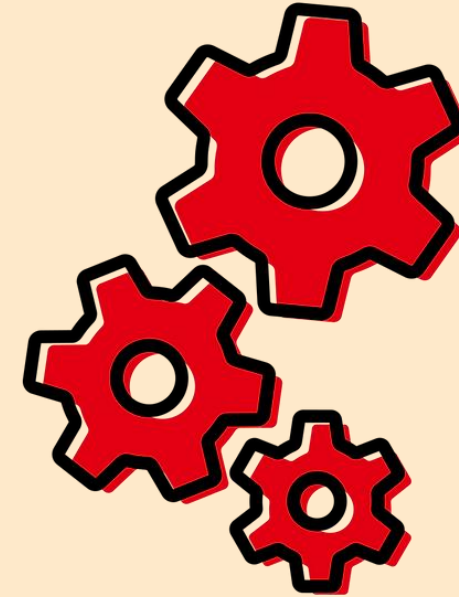
The aim of process mining is to support companies during the analysis and optimisation of their business processes by means of data-based methods. Decision-makers acquire the skills to leverage digital traces from (IT) systems to obtain transparent and objective insights into real-life processes. The use of process mining techniques creates a data-based foundation for designing more efficient processes and implementing continuous improvements. The support provided includes a wide range of tools and strategies for identifying, analysing and sustainably optimising processes based on real-time data.

CONTENTS

- ♥ Identify and analyse digital process data
- ♥ Visualise actual processes
- ♥ Discover bottlenecks and inefficient processes
- ♥ Develop and implement optimisation steps
- ♥ Continuously monitor and fine tune processes
- ♥ Integrate process mining in existing IT systems

CONSULTING SUPPORT

Besides analysis and optimisation, a consulting project also offers comprehensive support during the practical implementation of process mining initiatives. Experienced experts support companies to directly transfer learnings into improvement projects. This includes the detailed analysis of current processes, the development of tailor-made optimisation plans and the implementation of targeted action. Continuous feedback and targeted support ensure that optimisation projects are successfully implemented, and sustainable results achieved.



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- ♥ Strong background in business, project and event management
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- ♥ Certified burn-out prevention trainer

PROCESS MANAGEMENT

This process management format aims to boost participants' skills and understanding in the areas of systemic analysis, optimisation and the management of business processes. It has been tailored for leaders and process managers who want to learn how to design efficient processes and continuously implement improvements.

Practice-oriented methods and techniques promote smooth and effective workflows which lead to increases in productivity and quality. Participants receive a wide range of tools and learn strategies to identify, analyse and sustainably optimise processes. A particular focus lies on promoting a company-wide understanding of process-oriented thinking and the importance of efficient processes in overall success.

Besides conveying theoretical understanding, this format also offers consultancy support during the practical implementation of process improvement projects. Experienced experts support participants when it comes to applying the methods and strategies learnt to their working environment. This support includes the analysis of current processes, the development of tailor-made improvement plans and the implementation of targeted action. Continuous feedback and targeted support ensure that optimisation projects are successfully implemented, and sustainable results achieved.



CONTENTS

- 📌 The principles of process management
- 📌 Process identification and modelling
- 📌 Analysing and evaluating existing processes
- 📌 Implementing improvements
- 📌 Deploying lean management and Six Sigma
- 📌 Process automation and digital transformation



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SUCCESSFULLY MASTERING **STRUCTURAL CHANGES**

Let us support you when it comes to successfully designing change processes. We will support you from the initial idea through to complete implementation. We attach particular importance here to transparent communication, close collaboration with all those involved and the development of tailor-made solutions.

POSSIBLE APPLICATION AREAS

- 📌 **Strategy development:** Jointly develop a corporate strategy fit for the future
- 📌 **Process optimisation:** Analyse and evaluate existing processes
- 📌 **Organisational development:** Remodel your organisational structure to reflect new requirements
- 📌 **Change management:** Supporting employees during change processes
- 📌 **Cultural transformation:** Designing a positive attitude to change
- 📌 **Digitalisation:** Advice on digitally transforming companies
- 📌 **Restructuring:** Support during restructuring processes

Our consultancy services adopt a holistic approach which takes all aspects of change into account. Our experience and expertise support you in mastering the challenges of change and grasping new opportunities.

Change-driven success.

Our targeted support during organisational change processes increases your competitiveness, optimises your processes and boosts employees' satisfaction levels. We offer:

- 📌 **Tailor-made solutions:** Bespoke concepts designed to tackle your specific challenges
- 📌 **Practical implementation:** Support during the implementation of the strategies developed
- 📌 **Sustainable success:** Long-term improvements in your corporate performance
- 📌 Let us jointly develop a strategy which is tailored to your specific requirements and helps you achieve your corporate objectives.

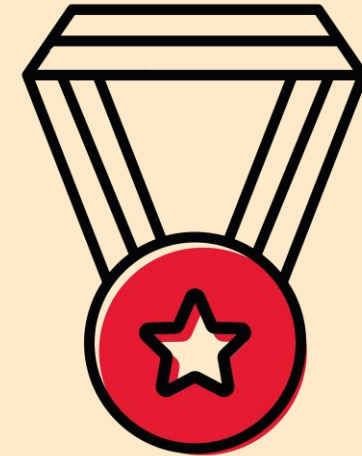
People as the focus of change.

We understand that every change also means a change for the people within a company. Our consultancy services therefore support you in actively involving employees in change processes and creating a positive attitude to change. Open communication, a transparent information policy and value-based support boost acceptance levels and the effectiveness of change processes.



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AI-VOLUTION WORKSHOP: FROM STRATEGY TO IMPLEMENTATION

Deep dive into the world of artificial intelligence with our intensive five-day AI-volution workshop. This comprehensive workshop guides you from the basic principles to the specific implementation of AI solutions at your company. On the first day, you'll receive an introduction to AI and identify use cases which are relevant to your business. In the next phase, we will jointly formulate a tailor-made AI strategy and prioritise the use cases identified. We'll then check the data quality and processes to make sure that all the preconditions for successful implementation are met. The next phase involves preparing specific use cases and checking data protection to ensure compliance. On the last day, we'll be presenting the results and will also offer you detailed implementation support. This workshop will allow you to fully tap the potential of artificial intelligence and gain sustainable competitive advantages. Shape the future of your company with AI.



ROMAN ECKSCHLAGER

- ♥ Entrepreneur
- ♥ AI Strategy Consultant
- ♥ Marketing Enthusiast
- ♥ Sales Professional
- ♥ Networker

BUSINESS THEATRE

“Your wish is our command” to boost your performance. Professional actors and trainers present real-life situations from everyday business life in order to highlight issues such as communication, teamwork, leadership and change management in a flexible and practical way. This is a lively, interactive process which facilitates a humourful way to act out situations until solutions are developed for various challenges. An external view of them playing their roles enables participants to compare their own perceptions and those of others, to gain new perspectives and think out-of-the-box.

METHODS AND CONTENTS

- 📌 Playing scenes acted out by participants
- 📌 Reflection and feedback in real-time
- 📌 Interactive exercises and workshop elements
- 📌 Knowledge transfers into everyday business life



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BUSINESS MEDIATION & CONFLICT MODERATION

In times of increasing polarisation and conflicts, business mediation can make a major contribution as a cost-effective process for arbitrating disputes. Particularly when the aim is to preserve business relationships – whether between companies (e.g. supplier/customer) or within a company (e.g. between colleagues) – business mediation can be the best option for resolving disputes.



MARTIN KNOPF

- 💡 Many years' experience as a project manager
- 💡 Registered mediator
- 💡 Expert in the management of complex construction projects with international teams

CONSUMER **INSIGHTS** – DISCOVER TARGET GROUP **REQUIREMENTS**

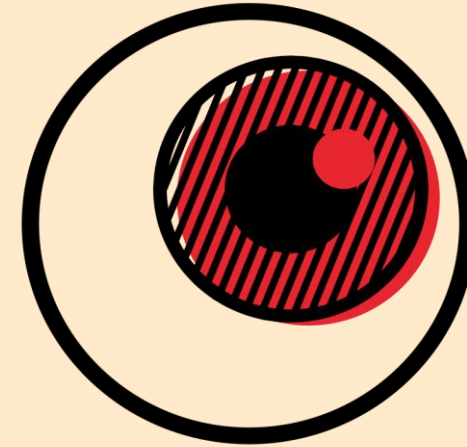
Obtain insights from data and incorporate these into target-focused marketing activities.

Discover how you can use targeted methods to gain and analyse consumer insights. Learn how to identify the needs and expectations of your target groups and leverage these understandings to optimise products and services as well as your target group communication.

This workshop is ideal for marketing teams, market researchers and product developers who want to tailor their offerings and communication to target groups and is suitable for participants with a fundamental understanding of market research.

METHODS

- 📌 Theoretical inputs and group exercises to understand the importance of consumer insights
- 📌 Specific qualitative market and consumer research methods to gain insights
- 📌 Discussions of use cases
- 📌 Practical exercises to develop insights so that these can be used for product development, marketing and communication purposes



JULIA KRALL

- 📌 A strong focus on the interfaces between market and consumer research, method-based skills and marketing
- 📌 In-depth, practice-based expertise in the area of qualitative and quantitative market and consumer research
- 📌 Expertise in satisfying demands for information during product development and innovation processes
- 📌 Many years' experience as a university lecturer

CUSTOMER CENTRICITY –

TARGET GROUPS: UNDERSTANDING AS THE KEY TO LOYALTY.

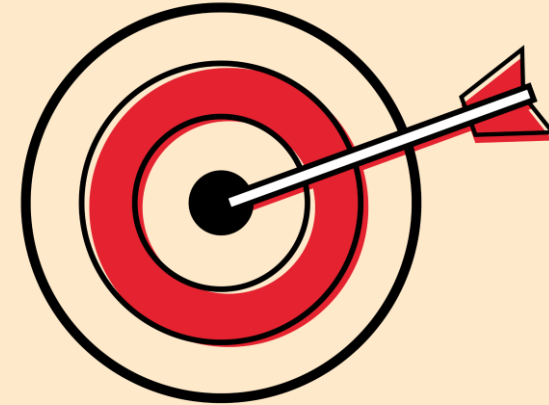
An in-depth understanding of target groups and their needs forms the basis for effective corporate and marketing strategies.

This workshop will highlight the central importance of customer centricity to business success. By means of a detailed target group analysis and segmentation, we will be jointly developing personas which represent typical representatives of your target group. The aim is to better understand the requirements and needs of the various target groups and to ensure their long-term loyalty through tailor-made approaches.

This workshop is aimed at companies, marketing teams and both product and innovation managers who want to establish an in-depth understanding of their target groups and to effectively address them, and is suitable both for beginners as well as more experienced participants.

METHODS

- 📌 Theoretical inputs to highlight the importance of customer centricity and target group analysis
- 📌 Specific methods to analyse and segment target groups
- 📌 Practical exercises (including developing personas)



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EFFECTIVE QUESTIONNAIRE DESIGN – YOU ONLY GET THE RIGHT ANSWERS IF YOU ASK THE RIGHT QUESTIONS

Discover during this practice-based workshop the art of effective questionnaire design in order to obtain meaningful data.

Do you need considerable information, want to define action based on comprehensive customer feedback and make data-based decisions? But what if you don't know how to collect data correctly and effectively by means of a questionnaire?

This practice-based workshop allows you to learn the art of questionnaire design from scratch. Discover how you can formulate meaningful and focused questions, select the right question formats and logically organise a questionnaire. Practical exercises will give you the tools you need to gather reliable data. This workshop is aimed at market researchers, product managers, marketing teams and anyone who wants to carry out surveys and interviews. It is suitable both for beginners preparing their first questionnaire as well as for more advanced participants who want to develop their skills further.



METHODS

- 📍 Theoretical principles: An introduction to the principles of questionnaire design
- 📍 Practical exercises: Formulating and structuring questions
- 📍 Case studies: Analysis and discussion of real-life questionnaires
- 📍 Group work: Jointly develop and revise questionnaires
- 📍 Feedback rounds: Direct feedback and suggestions for improvement



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