



DEVELOPMENT- PATHS

The path to sustainable success.

VICTORIA BECKERS

I am Victoria Beckers, founder and managing director of Energy through Development and a passionate leadership, organizational, and cultural developer.

For 14 years, I have been supporting medium-sized companies with commercial and industrial employees in initiating and successfully implementing necessary change processes sustainably and with the involvement of the management team.

With a deep understanding of the critical points within an organization and my many years of entrepreneurial experience, I advise and support owners, managing directors, and HR professionals in a targeted and effective manner throughout the entire transformation process. My strong hands-on mentality ensures rapid success, which in turn releases energy for sustainable development.

The leadership team plays a special role in the success of transformation processes: in addition to clear and actively implemented organizational structures and a people-oriented corporate culture, the key to successful change processes is the activation and empowerment of leaders, for whose development we offer a comprehensive training program.

In addition to expertise, experience, and implementation strength, I offer my clients space for trusting, open communication, thus creating the opportunity to identify hidden conflicts and develop effective solutions.

I am the sparring partner with whom companies can position themselves for the future and ensure an organization with satisfied and motivated employees.



DEVELOPMENT-PATHS

SUCCESSFUL AND SUSTAINABLE LEADERSHIP DEVELOPMENT WITH OUR DEVELOPMENT-PATHS

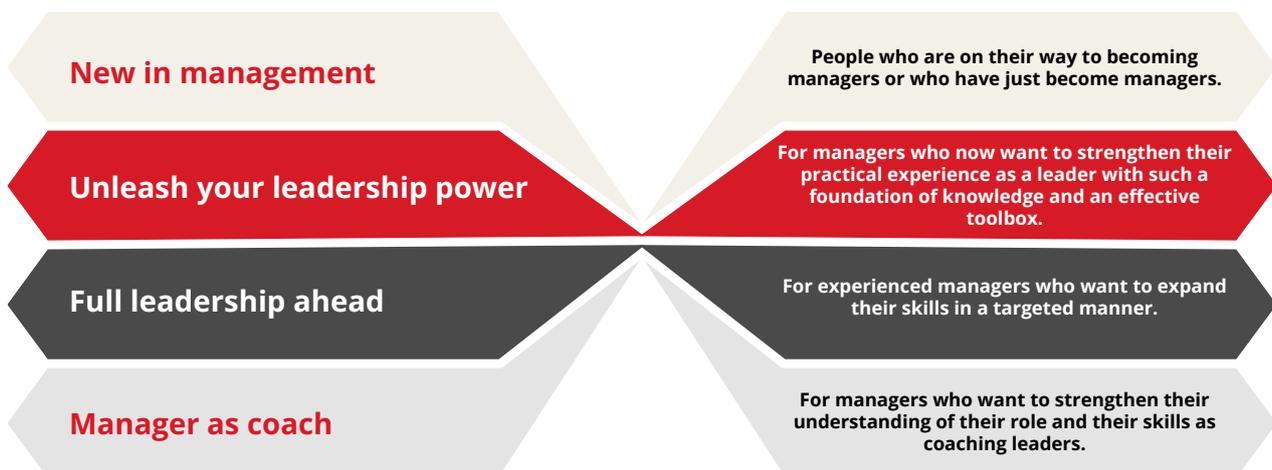
Our leadership development-paths are your key to competent leadership and the sustainable development of successful teamwork. Each development-path is specifically designed for today's leadership and teamwork requirements. They are based on our decades of experience in leadership, team, and organizational development.

The development-paths are holistic development processes in which you will intensively engage with a specific topic area over a period of three to six months.

This is achieved through a mix of workshops, self-reflection, peer groups, group coaching, community calls, etc., additionally supported by our digital learning platform. This ensures profound and sustainable development for all participants.

We offer our development-paths on various topics and for different target groups as an in-house program in German and English.

WE OFFER THE FOLLOWING PATHS:



DEVELOPMENT-PATHS

HOLISTIC AND VALUE-CREATING

OUR CONCEPT

The development-paths consist of carefully selected and extensively tested building blocks based on the latest findings in leadership development. The diversity of the building blocks addresses all learning styles and activates different learning styles, ensuring results that can subsequently be applied in everyday leadership practice.

PERSONAL KICK-OFF MEETING

In a kick-off meeting with each participant, we will clarify individual expectations and questions, which can then be addressed in the respective workshops!

WORKSHOPS

In our workshops, you'll receive insights into your role as a leader, how to take on personal responsibility, and how to strengthen your feedback and communication skills. These insights are complemented by practical exercises and shared experiences, and group coaching rounds out the program.

VIDEO & ONLINE-IMPULSE

Our video and online resources provide you with additional valuable tools for your coaching practice as a leader.

SELF-REFLECTION

As part of the development-path, you will be provided with regular self-reflection questionnaires. Self-reflection will help you, among other things, to question your attitude as a manager in your coaching role and to gain greater awareness of your communication and behavior towards your teams and employees.

SELF-STUDY MATERIALS

We will provide self-study materials for various topics in the form of learning videos, specialist articles, podcasts, and presentations, which can be worked through independently at any time.

COMMUNITY CALLS

The community calls serve as a forum for sharing ideas with other participants, clarifying open questions, and engaging in trusting discussions about experiences and current challenges.

PEER-GROUPS

Self-directed practice of coaching tools and guided peer consultation allow participants to resolve challenging situations from their everyday leadership coaching routine and any potential role conflicts.

CONTINUOUS SUPPORT

We're available to answer any questions you may have during regular office hours, either via the learning platform or by email. Send us a message and we'll respond within 24 hours!

JOINT RETROSPECTIVE

In a personal retrospective with the coach, each participant can reflect on their insights from the development-path and transfer them into everyday life.

DEVELOPMENT-PATH NEW IN THE MANAGEMENT

A SUCCESSFUL START TO YOUR LEADERSHIP ROLE.

AT A GLANCE

The transition from employee to manager is exciting and gratifying, as it means development and promotion. However, it can also be a challenging experience. It requires a change in mindset and an adjustment to a new role and responsibility. In our development path, you will learn how to make the most of this step.



FOR WHOM

People who are on their way to becoming managers or have just become managers.



TIME

Approximately 30 to 35 hours.



DURATION

The duration of the development path with all stages is approx. 3 - 4 months.



GOALS

Successfully mastering the role change from employee to manager and being able to deal optimally with the new framework conditions, expectations and challenges as a manager.



INCLUDED MODULES - BASIC PACKAGE

- **Kick-off meeting** for all participants.
- **Self-reflection sheets** on our digital energy through development learning platform.
- **Workshop I** on the role of the manager, the associated responsibility and different management styles.
- **Video impulse** to deepen the content.
- **Workshop II** on communication skills, time and self-management, self-management and self-confidence, delegation and feedback.
- **Retrospective** for an individual summary of your own development.
- **Community calls** to clarify open questions, for collegial consultation, interim retrospectives, etc.
- **Ongoing support** from a direct contact person from the Energy through Development team.
- **Support through supplementary learning opportunities** on our digital learning platform, such as links, videos, blogs and podcasts, in line with the respective stage topic.

DEVELOPMENT-PATH NEW IN THE MANAGEMENT

A SUCCESSFUL START TO YOUR LEADERSHIP ROLE.

MASTERING THE ROLE CHANGE.

Congratulations on your career move! Your promotion is a recognition of your personal performance and also the reward for your commitment as an employee.

You are now facing an exciting time, but also a number of new challenges. In order to prepare you optimally for your new role as a manager, we would like to actively support you with this **New in Management development path**.

With the long-awaited management position comes a change of role with a variety of new tasks. As a manager, you not only have more responsibility, you also have a lot of new information that needs to be managed responsibly. Speaking of responsibility:

You are no longer only responsible for your own tasks, but also for those of your team. You need to coordinate wisely, delegate tasks and ensure that goals are achieved. The transition from pure execution to successfully managing and monitoring tasks is exciting, but not always easy. Especially when you switch to a leadership role in your own team, you need sensitivity and special mindfulness in order to successfully change the relationship level with your (former) colleagues. Only being part of the team to a limited extent as a manager and the resulting role reversal can lead to tensions and conflicts. But don't worry: with the right approach and proven methods, which you will learn in this development path, you will succeed in making the change and your team will take you seriously and recognize you in your new role.

DEVELOPING LEADERSHIP SKILLS...

As a manager, it is important that you establish efficient communication with and within your team. Clarity in tasks and goals is just as crucial for the motivation of your employees as regular feedback.

Conflicts can always arise and it is up to you to address and resolve them constructively. It is important to understand the dynamics within the team and promote a positive atmosphere through open communication.

You will no doubt often be juggling a busy schedule and have numerous tasks on your plate. Clever time management will help you to cope with the many demands and ensure that important tasks don't get lost.

... AND DEVELOP LEADERSHIP SKILLS.

Our New in Leadership development path not only offers you the opportunity to recognize your strengths, but also to develop them in a targeted manner. We support you in defining your role as a manager and developing a clear management philosophy. You will then know which skills are crucial to your success as a manager.

Learn how to successfully manage different dynamics in your team and how to deal with different - even contradictory - expectations and emotions in the change process. Develop your self-management skills and strong self-confidence as a manager right from the start of your new role.

You will find it quicker and easier to take responsibility, delegate tasks successfully and make well-founded decisions.

DEVELOPMENT-PATH
NEW IN THE MANAGEMENT
A SUCCESSFUL START TO YOUR LEADERSHIP ROLE.

WHAT YOU AND YOUR MANAGERS
LEARN.



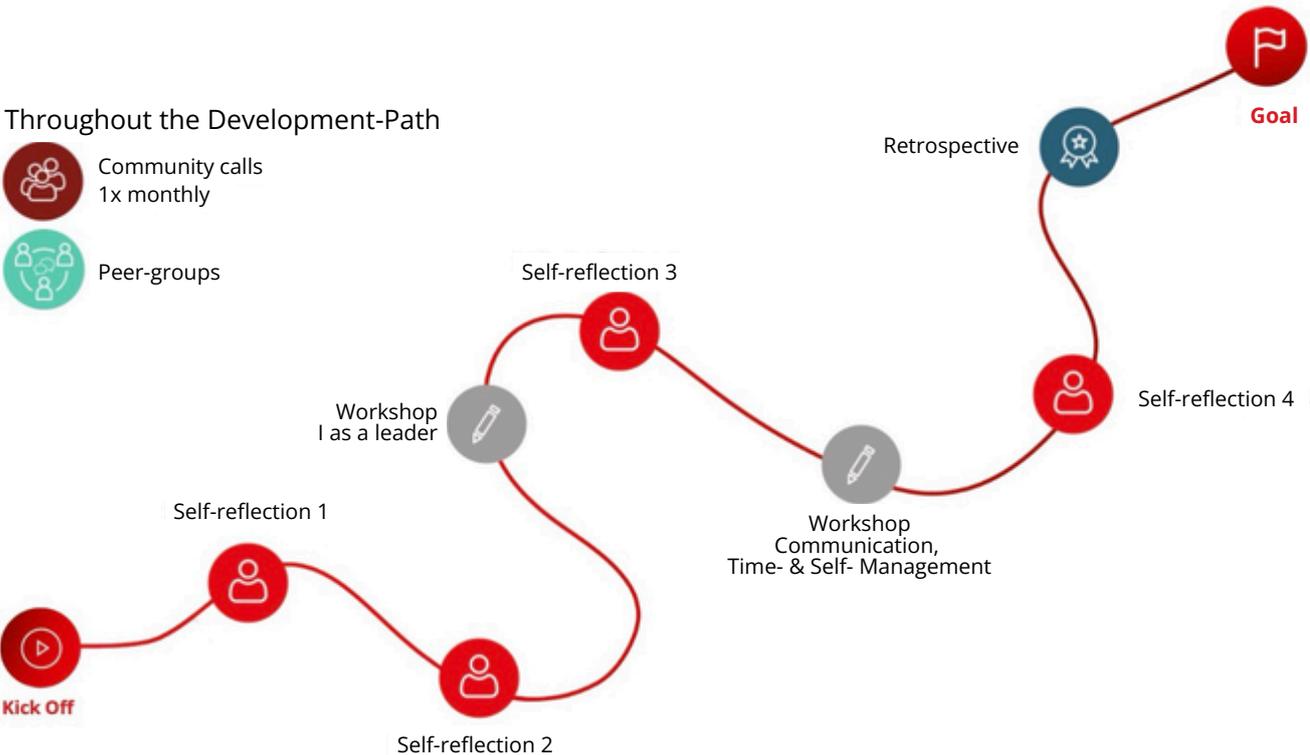
Through our New in Leadership development path, you will gain a deep understanding of your role as a leader and your new responsibilities. The insights and new awareness will enable you to enjoy your leadership role from the outset and fulfill the expectations placed on you.

You will learn to reflect on your own attitude and approach to leadership, and thus strengthen your self-management skills and self-confidence. Profitable routines and practical skills such as feedback, delegation of tasks and decision-making ensure confidence and vision in your new day-to-day management role.

As a participant in our development-path, you benefit from our many years of leadership experience, which we share with you in the form of practical exercises and plenary discussions in our workshops. The newly learned tools and methods are also accompanied by online impulses. In joint peer groups, you will deepen and practice what you have learned so that you can easily apply your new knowledge and skills in your day-to-day management work.

DEVELOPMENT-PATH
NEW IN THE MANAGEMENT
A SUCCESSFUL START TO YOUR LEADERSHIP ROLE.

DEVELOPMENT-PATH PROCESS



“ Good leadership is not measured by quick successes, but by sustainable development. ”

DEVELOPMENT-PATH NEW IN THE MANAGEMENT

A SUCCESSFUL START TO YOUR LEADERSHIP ROLE.

WORKSHOP CONTENT

The content of the Development-Path is carefully selected and builds on one another.

IN-PERSON WORKSHOP I "I AS A LEADER"

- My new role as a leader
- Differentiation from my previous role as an employee
- Expectations and responsibilities of this role
- Leadership styles

IN-PERSON WORKSHOP II "COMMUNICATION, TIME- AND SELF MANAGEMENT"

- Communication skills
- How do I organize myself as a leader?
- Self-leadership & self-confidence
- Delegate
- Feedback

As we know, not least from current research findings in neuroscience and brain research, but also from our own experience, frontal knowledge transfer is not effective. Therefore, our workshops and online sessions are always structured to address different levels:



- the cognitive level, i.e. the intellect,
- the somatic level, i.e. the feeling and experience,
- the emotional level, i.e. the emotions.

These three levels together enable holistic learning. Our offerings alternate between various teaching methods and offer regular opportunities for practical exercises, discussion, and self-reflection.

DEVELOPMENT-PATH NEW IN THE MANAGEMENT

A SUCCESSFUL START TO YOUR LEADERSHIP ROLE.

THE BASIC PACKAGE

Developing a sustainable feedback and learning culture together.

Based on our many years of experience, we have put together a basic package for the development of your leadership skills that effectively combines the various aspects of leadership.

Thanks to the holistic approach in terms of content and methodology, managers who have yet to grow into their new role benefit in particular. With targeted support right from the start, the transition to the new position is simply smoother



✓ **Planning workshop** (2 - 3 hours) for the conception and coordination of the procedure for in-house events.

✓ **Detailed kick-off and intro communication** to all managers via e-mail.

✓ **Self-reflection sheets** on our digital energy through development learning platform.

✓ **Workshop I** full day, online or face-to-face)
Contents: My role as a manager, responsibility as a manager, understanding change processes, different management styles.

✓ **Video impulse** to deepen the content in self-study via our digital energy through development learning platform, supplemented by accompanying documents.

✓ Accompanying, guided collegial exchange in **peer-Groups**.

✓ **Workshop II** (full day, online) Contents:

- Developing communication skills
- Strengthening time and self-management
- Self-leadership and self-confidence as the basis for strong leadership
- Delegating tasks
- Giving constructive feedback.

✓ **Support through supplementary learning opportunities** on our digital learning platform, such as links, videos, blogs and podcasts, in line with the respective stage topic.

✓ **Community calls** to clarify open questions, for collegial consultation, interim retrospectives, etc.

✓ **Ongoing support** from a direct contact person from the Energy through Development team.

✓ **Retrospective** (90 minutes, online) for an individual summary of your own development.

✓ **Regular status calls** to monitor the development path (max. 3 calls of 60 minutes each) for in-house implementations.

DEVELOPMENT-PATH NEW IN THE MANAGEMENT

A SUCCESSFUL START TO YOUR LEADERSHIP ROLE.

EXTENDED PACKAGE & OPTIONALE MODULE

Would you like to develop your leadership skills more intensively?
Then you can optionally book the following modules in addition to the basic package:

+ MANAGEMENT WORKSHOPS

To support and strengthen the hybrid team leadership role, e.g: "The manager in change: your role in change management" or "Hybrid team leadership: aligning your leadership work with the hybrid framework conditions".

+ Workbook

"Sustainable self-management".

+ LINC PERSONALITY PROFILER TEST

A psychologically based, holistic assessment and description of the human personality — especially with regard to one's own leadership and communication skills.

+ DISG Test

Measuring personal and behavioral preferences in order to recognize one's own behavioral and communication patterns and to be able to communicate and work more effectively with other people.

+ Coaching-Session-Package

(5 sessions of 90 minutes each) for the individual development of individual managers.

If you have further requests, also in connection with existing programs in your organization, or if you are interested in additional workshop topics for managers, please contact us!

DEVELOPMENT-PATH UNLEASH YOUR LEADERSHIP

WITH CLARITY AND COMMUNICATION TO MORE EFFECTIVENESS.

AT A GLANCE

FOR WHOM

Executives (all levels)
Participation takes place in small groups.

TIME

Approximately 30 to 35 hours.

DURATION

The duration of the development path with all stages is approx. 3 - 4 months.

GOALS

- Strengthen your understanding of your role and your competence as a manager.
- Gain new insights and practical tools for your self-efficacy and your everyday leadership.
- Immediately develop more leadership.
- Develop your inner attitude as a leader and strengthen your communication skills.

INCLUDED MODULES - BASIC PACKAGE

- **Kick-Off-Meeting** (approx. 2 hours).
- **Workshop (all-day)** on the role as a leader, communication, and feedback.
- **Self-reflection questions** about our digital energy through development learning platform.
- **Online-Impulse (90 minutes)** on the topic of "Self-leadership and resilience in the context of leadership".
- **Workshop** (all day) to deepen communication, decision-making processes, self-efficacy.
- **Retrospectives** (approx. 1 hour) for an individual summary of one's own development.
- **Peer-Groups** for practice, deepening and exchange.
- **Community Calls** to clarify open questions, for collegial advice, interim retrospectives or the like.
- **Ongoing support** through direct contact persons from the Energy through Development Team via our learning platform.
- **Support through supplementary learning opportunities** on our digital learning platform, such as links, videos, blogs, and podcasts related to the respective stage topic.

UNLEASH YOUR LEADERSHIP

WITH CLARITY AND COMMUNICATION TO MORE EFFECTIVENESS.



LEADERSHIP AS A SUCCESS FACTOR.

Effective leadership is a key success factor for your company, which needs to be developed and trained.

Our **Development-Path Unleash your Leadership** promotes your leadership skills. The aim is to develop your own understanding of your role and strengthen your ability to act so that you can fully develop your leadership.



GATHERING INSIGHTS.

Through the targeted combination of different building blocks in our development-path, the participants gain new insights into their own self-efficacy and leadership skills step by step.

Through regular self-reflection and in two one-day workshops, your managers develop their inner attitude as leaders, productive behavior and a clear understanding of their roles with the help of knowledge transfer, guided exercises and group work.



COLLEGIAL ADVICE.

In regular independent Peer-Groups, they also learn the structured method of collegial counselling. Here, current challenges from everyday management can be discussed and discussed in order to support and advise each other in finding solutions.

UNLEASH YOUR LEADERSHIP

WITH CLARITY AND COMMUNICATION TO MORE EFFECTIVENESS.

THE LEADERSHIP TASK.

BOTH VERSATILE AND TIME-CONSUMING.

Viele Unternehmen befinden sich als Folge von Pandemie, Energiekrise, geopolitischen Konflikten und den damit verbundenen Marktveränderungen im permanenten Krisenmodus.

Many companies are in permanent crisis mode as a result of the pandemic, energy crisis and the associated market changes.

This can lead to increased frustration and turnover. Likewise, the nature of cooperation has also changed due to the changed framework conditions. This is where managers are challenged, especially with regard to their communication skills. A lack of a change of perspective quickly causes incomprehension and leads to conflicts within the team or between departments. The exclusive focus on one's own area can lead to a lack of appreciation for everything else.

Whether it's taking responsibility for quick and smart decisions or guiding and empowering employees to reach their full potential, today's working world presents new challenges for managers. Enabling self-organization skills and smooth workflows are equally important. Both the individual wishes and needs of individual employees as well as the cooperation in the team always play a role.

So new complex challenges have emerged. After years of "somehow getting along", it is now time to pause for a moment to find self-awareness, because self-leadership is the basis of good leadership. Leadership becomes easier and more effective when leaders are aware of their role and effectiveness.

Due to the enormous volume of work, the time for leadership often falls by the wayside. If employees are unable to develop further and notice this stagnation, they react with inner resignations, high absenteeism or resistance to any change. As a result, the general performance inevitably suffers, the implementation of strategies comes to a standstill or is postponed again and again. Where leadership is successfully lived, companies have the best chances of satisfied employees, lasting success and continuous sustainable development. Our **development path Unleash Your Leadership** optimally supports your managers in developing a goal-oriented attitude and relevant competencies in order to successfully master all challenges of the present and future.

UNLEASH YOUR LEADERSHIP

WITH CLARITY AND COMMUNICATION TO MORE EFFECTIVENESS.

WHAT YOU AND YOUR MANAGERS LEARN.



Our Development-Path is empowering and empowering. Carrying out the Development-Path always leads to a comprehensive and holistic development of your organization, your culture and the individual leaders. In particular, your managers develop the ability to change perspectives in order to develop more viable solutions to problems and conflicts. They strengthen their resilience through better self-leadership and self-responsibility.

Through intensive self-reflection and the resulting higher self-confidence, the quality of the feedback, conflict, and communication culture in your company increases noticeably.

Your managers learn to delegate tasks more confidently and clearly, to formulate goals, and to empower their teams so that they can achieve top performance.



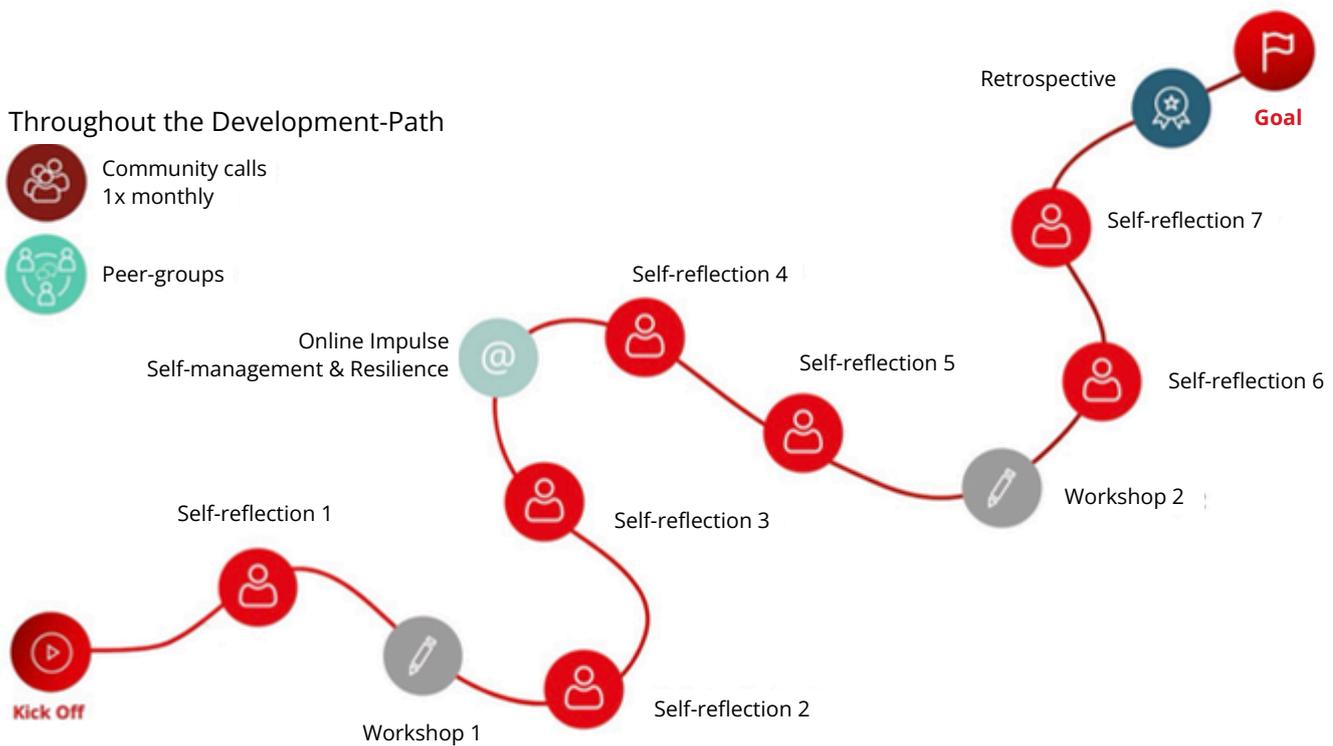
THIS IS WHAT MAKES THE DEVELOPMENT-PATH EFFECTIVE.

Through the **Development-Path Unleash Your Leadership** your managers develop holistically and sustainably, both in their personal maturity and in their leadership skills. In this way, you can fully develop your leadership and effectively lead your respective teams and thus your company to success.

UNLEASH YOUR LEADERSHIP

WITH CLARITY AND COMMUNICATION TO MORE EFFECTIVENESS.

DEVELOPMENT PATH PROCESS



“ Sustainable leadership arises when development is part of the journey, not just the destination. ”

UNLEASH YOUR LEADERSHIP

WITH CLARITY AND COMMUNICATION TO MORE EFFECTIVENESS.

CONTENT

The content of the development path is carefully selected and builds on one another.

IN-PERSON WORKSHOP "ROLE OF THE LEADER & COMMUNICATION"

- Common understanding of leadership
- The role of the manager
- Leadership styles and situational leadership
- Basics of communication
- Active listening
- I-messages
- The 4 sides of a message
- Feedback

ONLINE IMPULSE "SELF-MANAGEMENT AND RESILIENCE IN THE CONTEXT OF LEADERSHIP"

- Definition of self-management and resilience
- Resilience in the role of leadership
- Introduction to the Energy through Development Model of Self-Management
- Becoming aware of your own resilience, as well as the disruptive and helpful factors

IN-PERSON WORKSHOP "TEAM DEVELOPMENT & DEALING WITH DIFFERENT PERSONALITIES"

- Insight into the team phases according to Tuckmann and their use in everyday life
- SMART as a method for a common team or project goal
- Attitude as a leader
- Dealing with different personality types
- Retrospectives as a team-feedback tool

As we know, not least from current research findings in neuroscience and brain research, but also from our own experience, frontal knowledge transfer is not effective. Therefore, our workshops and online sessions are always structured to address different levels:



- the cognitive level, i.e. the intellect,
- the somatic level, i.e. the feeling and experience,
- the emotional level, i.e. the emotions.

These three levels together enable holistic learning. Our offerings alternate between various teaching methods and offer regular opportunities for practical exercises, discussion, and self-reflection.

DEVELOPMENT-PATH UNLEASH YOUR LEADERSHIP

WITH CLARITY AND COMMUNICATION TO MORE EFFECTIVENESS.

THE BASIC PACKAGE

UNDERSTANDING CREATES THE ABILITY TO ACT

For the successful development of your managers, we have put together a basic package based on our many years of experience, which effectively combines a wide range of aspects of leadership and self-leadership. Leaders and those led benefit from this thanks to the holistic approach in terms of content and methodology.



✓ **Planning workshop** (2 - 3 hours) for the conception and coordination of the procedure for in-house events.

✓ **Detailed kick-off and intro communication** to all managers via e-mail.

✓ **One-day workshop** (face-to-face or online) – Contents:

- Introduction to the entire development-path, (methodology, approach)
- Strengthening one's own understanding of one's role
- Communication
- Competence as a leader
- Introduction to the self-reflection methodology
- peer groups.

✓ **Accompanying self-reflection questions** through our Energy through Development Learning Platform, supplemented by content-related impulses as well as further learning opportunities

✓ **Online-Impulse** (2 hours) on the topic of "Self-leadership as a key competence for successful employee management".

✓ Accompanying, guided collegial exchange in **Peer-Groups**.

✓ **One-day in-depth workshop** (in person or online) – Contents:

- Further communication tools for managers
- Successfully managing conversation dynamics
- Strengthening one's own effectiveness in the leadership role.

✓ **Community calls** to clarify open questions, for collegial consultation, interim retrospectives, etc.

✓ **Ongoing support** from a direct contact person from the Energy through Development team.

✓ **Retrospective** (90 minutes, online) for an individual summary of your own development.

✓ **Regular status calls** to monitor the development path (max. 3 calls of 60 minutes each) for in-house implementations.

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EXTENDED PACKAGE & OPTIONALE MODULE

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+ Coaching-Session-Package

(5 sessions of 90 minutes each) for the individual development of individual managers.

If you have further requests, also in connection with existing programs in your organization, or if you are interested in additional workshop topics for managers, please contact us!

DEVELOPMENT-PATH FULL LEADERSHIP AHEAD

AT A GLANCE

FOR WHOM

Experienced managers who want to expand their skills and confidently master the challenges of the modern working environment.

TIME

Approximately 30 to 35 hours

DURATION

The duration of the development path is approximately 3-4 months

GOALS

In this development path, experienced leaders learn to consciously and effectively fulfill their demanding leadership role, to successfully develop their teams and to confidently meet the challenges of transformation and change.

Through practical approaches in delegation, decision-making, change and conflict management, as well as antonymous topics such as systems theory and dealing with emotions, they gain an understanding of the dynamics within teams and organizations. This creates the foundation for long-term business success.

INCLUDED MODULES - BASIC PACKAGE

- **Kick-Off-Meeting** (approx. 2 hours)
- **Workshop** (full day) on change and conflict management
- **Self-reflection questions** through our digital energy through development learning platform.
- **3 Online-Impulse** (90 minutes each)
 - "Systemic Management"
 - "Dealing with Emotions"
 - "Motivation and Inspiration"
- **Self-organized peer groups** for practice, deepening and exchange within the framework of collegial consultation
- **Community calls** (once a month) to clarify open questions, form networks and delve deeper into individual topics, etc.
- **Ongoing support** from direct contacts from the Energy through Development team via our learning platform
- **Support through supplementary learning offerings** on our digital learning platform, such as learning videos, specialist articles, and podcasts relevant to the respective stage topic
- **Retrospective** (approx. 1 hour) for an individual summary of one's own development

ADAPT TO CHANGE

In a constantly changing world, it is essential, even for an experienced leader, to continually develop their leadership skills and understanding of their leadership role. This is especially important in order to successfully handle the increasing and more complex challenges and ensure the success of the company.

Our environment is changing faster than ever, and with it, the tasks and challenges facing managers are also growing. While technological change is demanding changes in processes and working methods, changing market conditions are simultaneously calling for new strategies.

Today's employees place different demands on leadership and want to help shape the conditions within which they work. Hybrid collaboration and its establishment as a work format is just one example of the challenge for leadership in constantly adapting to new trends, technologies, and market conditions.

The continuous development of leadership skills enables managers to successfully lead their team and organization through change.

Don't forget: in times of skilled labor shortages, managers, and leaders play a crucial role. Just consider the impact on employee retention and development. By further developing leadership skills, you lay the foundation for a motivating work environment and the development of team members with the goal of reaching their full potential. The company benefits from higher employee satisfaction, better performance, and the resulting long-term success of the entire organization.

Continuous engagement with leadership concepts and techniques will strengthen each individual manager's personal capacity for innovation. This will help the company remain competitive and enable them to seize new opportunities in a constantly changing market environment.

Take your managers' leadership skills to the next level with our **Development-Path "Full Leadership Ahead!"**

DEVELOPMENT-PATH FULL LEADERSHIP AHEAD

BENEFITS FOR YOUR COMPANY

STRENGTHENING LEADERSHIP QUALITY

Managers who continuously develop their skills contribute significantly to the stability and performance of the company. They are able to meet increasing and complex demands and lead the company confidently through change.

HIGHER EMPLOYEE SATISFACTION AND LOYALTY

Even in times of transformation, your leaders create a motivating work environment in which employees feel heard and supported. This improves loyalty and counteracts the shortage of skilled workers.

ADAPTABILITY AND COMPETITIVENESS

Their managers are able to react quickly to technological and market changes and develop new strategies, which ensures the company's competitiveness.

PRODUCTIVITY AND EFFICIENCY

Sound leadership improves internal processes and increases team performance. Conflicts are managed proactively and effectively, which stabilizes work processes.

BENEFITS FOR PARTICIPANTS

DEEPENING THE LEADERSHIP ROLE

Participants gain a deeper understanding of their multifaceted role as leaders and learn how to successfully lead themselves and their team through change.

CONFLICT MANAGEMENT AND TEAM DEVELOPMENT

Participants learn conflict resolution techniques and methods for promoting team development—particularly in dynamically evolving environments. This empowers them to establish productive and harmonious team dynamics.

SELF-CONFIDENCE AND DEVELOPMENTAL POWER

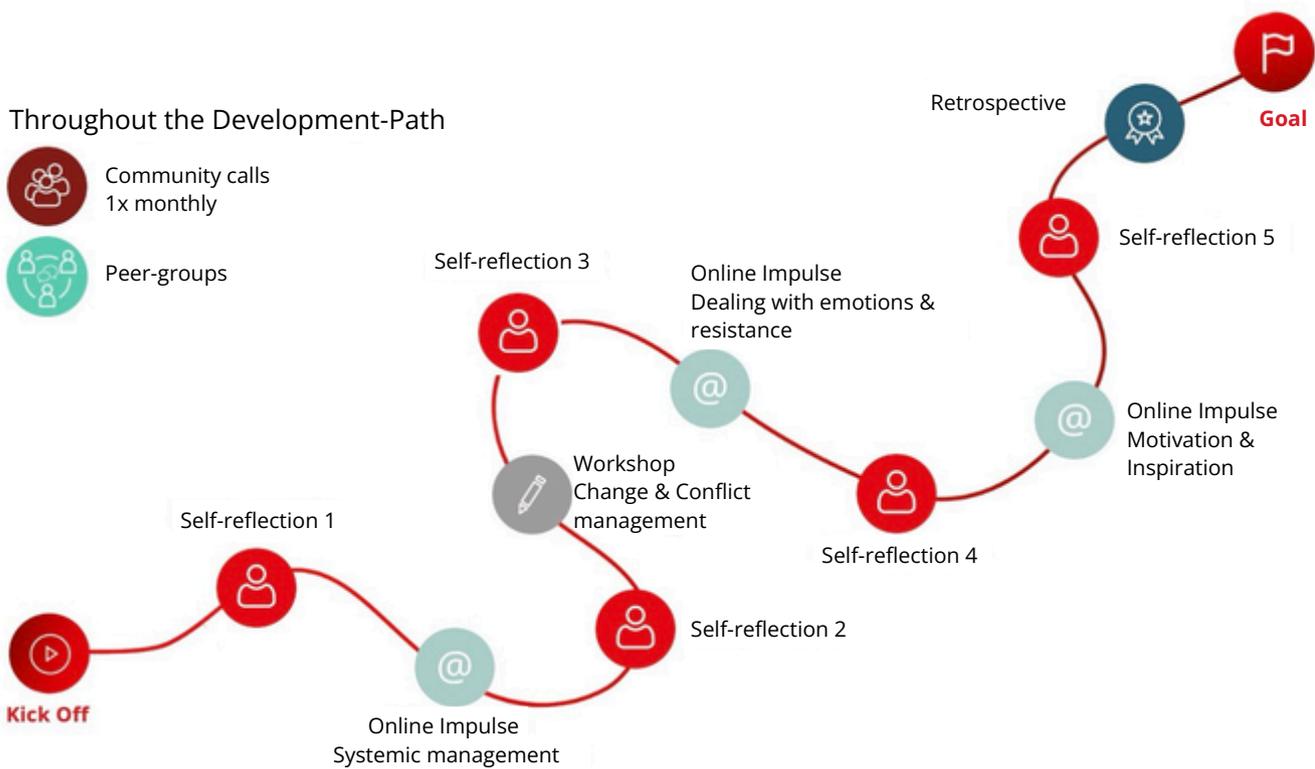
Continuous engagement with new and proven leadership concepts strengthens confidence in one's own leadership skills. This leads to greater willingness and ability to change.

ROLE MODEL FUNCTION

By actively investing in their development, leaders demonstrate the importance of lifelong learning. This also inspires their teams to pursue professional development and contributes to a positive corporate culture.

DEVELOPMENT-PATH FULL LEADERSHIP AHEAD

DEVELOPMENT PATH PROCESS



“Sustainable leadership emerges when development is part of the journey, not just the destination.”

DEVELOPMENT-PATH FULL LEADERSHIP AHEAD

CONTENT

The content of the development path is carefully selected and builds on one another.

Online-Impuls I "Systemic Management"

- Introduction to systemic thinking
- Recognize, understand and control system dynamics
- Using a change of perspective as a leadership tool

In-person workshop "Change and conflict management"

- Phases and elements of a change process
- Team and employee leadership in change
- Success factors for change
- From error culture to learning culture
- Promote intergenerational cooperation
- Recognize conflicts in a timely manner
- Successful conflict interventions
- Conduct de-escalating employee discussions

Online-Impulse II "Dealing with emotions and resistance"

- Recognize emotions early
- Constructive handling of one's own emotions
- Constructive handling of other people's emotions

Online Impulse III "Motivation and Inspiration"

- Storytelling as a leadership tool
- Motivate and inspire employees
- Promote personal responsibility, especially among middle management levels

As we know, not least from current research findings in neuroscience and brain research, but also from our own experience, frontal knowledge transfer is not effective. Therefore, our workshops and online sessions are always structured to address different levels:



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These three levels together enable holistic learning. Our offerings alternate between various teaching methods and offer regular opportunities for practical exercises, discussion, and self-reflection.

DEVELOPMENT-PATH FULL LEADERSHIP AHEAD

THE BASIC PACKAGE

UNDERSTANDING CREATES ABILITY TO ACT



✓ **Planning workshop** (2-3 hours) for the conception and coordination of the process for in-house implementation.

✓ **Kick-off communication** via email and the learning platform for all participants.

✓ **Self-reflection sheets** through our digital energy through development learning platform.

✓ **Online impulses** (2 hours each) for specific input on concrete topics.

✓ **Workshop** (1 day)

✓ **Guided peer groups** for accompanying, guided collegial advice

✓ **Complementary learning opportunities** via our digital learning platform, such as videos, articles, and podcasts, relevant to the respective stage topic.

✓ **Community calls** to clarify open questions, for peer consultation, interim retrospectives, etc.

✓ **Ongoing support** from a direct contact person from the Energy through Development team.

✓ **Retrospective** (90 minutes online).

✓ **Regular status calls** to monitor the development path (max. 3 calls of 60 minutes each) for in-house Implementation.

DEVELOPMENT-PATH FULL LEADERSHIP AHEAD

EXTENDED PACKAGE & OPTIONAL MODULES

If you would like even more intensive development for your managers, you can optionally add the following modules to your basic package:

+ Test DISC

Measuring personal and behavioral preferences in order to recognize one's own behavioral and communication patterns and to be able to communicate and work more effectively with other people.

+ LINC Personality Profiler Test

Psychologically sound, holistic assessment and description of the human personality – especially with regard to one's own leadership skills.

+ Coaching-Session-Package

(5 sessions of 90 minutes each) for the individual development of managers.

+ Supplementary face-to-face workshop

e.g. "Strategic tools for managers," "Dealing with different personalities," "Strengthening corporate culture," or "Establishing a feedback and learning culture."

+ Additional online incentives

e.g. "Coaching Tools for Executives" or "Unconscious Bias – Unmasking Distortions in Perception."

If you have further requests related to existing programs in your organization or are interested in additional workshop topics for managers, please feel free to contact us!

DEVELOPMENT PATH THE LEADER AS COACH

PROFESSIONALLY SUPPORT EMPLOYEE DEVELOPMENT
AS A LEADER.

AT A GLANCE



FOR WHOM

Managers (all levels)



TIME

Approximately 30 to 35 hours



DURATION

The duration of the development path is approximately 3-4 months



GOALS

- Strengthen your understanding of your role and your competence as a coaching manager.
- Develop coaching skills as a leader
- Competently support internal coaching processes.
- Gain new insights and practical tools for your self-efficacy and your everyday leadership



INCLUDED MODULES - BASIC PACKAGE

- **Kick-Off-Meeting** (ca. 30 Min. Online pro Person)
- **Two two-day workshops** in person
- **Self-reflection questions** through our digital energy through development learning platform
- **Self-learning opportunities** on our digital learning platform, such as learning videos, podcasts and specialist articles to prepare for the workshops
- **Community calls** (once a month) to clarify open questions, form networks and delve deeper into individual topics, etc.
- **Retrospective** (approx. 30 min. online per person) for joint conclusion and reflection of the development path
- **Ongoing support** from the trainer via our learning platform

DIE FÜHRUNGSKRAFT ALS COACH

MITARBEITENDEN-ENTWICKLUNG ALS FÜHRUNGSKRAFT
PROFESSIONELL BEGLEITEN.



ERFOLGSFAKTOR FÜHRUNG

Die Führungskraft kann durch die tägliche Zusammenarbeit mit ihren Mitarbeitenden intensiv personal entwickelnd wirken. Verschiedene Tools aus dem Coaching können dabei helfen, Ihre Mitarbeitenden in ihrer Entwicklung zu fördern und zu unterstützen. Gleichzeitig bringt Ihre Rolle als Führungskraft in internen Coaching-Situationen auch einige Herausforderungen für alle Beteiligten. Als Führungskraft stehen Sie gleichzeitig auch in einer hierarchischen Beziehung zu Ihren Mitarbeitenden, was zu Abhängigkeiten führt.

Eine gute Vorbereitung darauf ist daher besonders wichtig. In den meisten Coaching-Ausbildungen findet dieses Thema keine oder wenig Beachtung.



WIR BEZIEHEN DESHALB

den intensiven Blick auf Sie selbst als Führungskraft, auf Ihre Selbstreflexion und Ihre Reaktionen ein und berücksichtigen die spezielle Beziehungssituation, wenn Coachings nicht durch einen externen Coach, sondern durch Sie selbst als Führungskraft also unternehmensintern, durchgeführt werden.

Für erfolgreiche Führung ist es auch wichtig, eine gute Kenntnis von sich selbst und der eigenen Haltung zu haben. Auch hierfür ist Selbstreflexion ein relevanter Baustein unseres Entwicklungs-Pfads.

Darüber hinaus widmen wir uns den Grundlagen, Formen und Anwendungsfeldern des Coachings, hilfreichen Tools und Methoden sowie der Kommunikation und den Prozessen. Unser fundierter Entwicklungs-Pfad wird Sie in genau diesen wichtigen Bereichen stärken und Ihre Führungskompetenz grundlegend und umfassend schärfen.



SYSTEMISCHER ANSATZ

Teams sind immer fluide und flexible soziale Gebilde (Systeme). Jeder Mensch ist mit all seinen inneren Anteilen bereits ein System. Menschen bilden zusammen ein Team und damit ein System. Ein Bereich besteht aus verschiedenen Teams und bildet ebenfalls ein System. In Projekten arbeiten verschiedene Menschen aus verschiedenen Systemen zusammen und bilden wieder ein System.

Wie bei einem Mobile bestehen auch in der Zusammenarbeit immer Beziehungen. Die einzelnen Beziehungen können nicht isoliert voneinander betrachtet werden, sondern stehen im unmittelbaren Zusammengang. Wechselwirkungen und Abhängigkeiten sind auch in der coachenden Führung zu beachten.

DEVELOPMENT PATH THE LEADER AS COACH

PROFESSIONALLY SUPPORT EMPLOYEE DEVELOPMENT AS A LEADER.



LEADERSHIP AS A SUCCESS FACTOR

Through daily collaboration with their employees, leaders can have an intensive impact on their staff development. Various coaching tools can help encourage and support their employees in their development. At the same time, your role as a leader in internal coaching situations also presents some challenges for everyone involved. As a manager, you also have a hierarchical relationship with your employees, which leads to dependencies.

Proper preparation for this is therefore particularly important. In most coaching training programs, this topic receives little or no attention.



WE TAKE AN INTENSIVE LOOK

at yourself as a leader, at your self-reflection and your reactions, and we take into account the special relationship situation when coaching is not carried out by an external coach, but by you yourself as a manager, i.e. within the company.

For successful leadership, it is also important to have a good understanding of oneself and one's own attitude. Self-reflection is also a relevant component of our development path.

We also cover the fundamentals, forms, and areas of application of coaching, helpful tools and methods, as well as communication and processes. Our in-depth development path will strengthen you in precisely these key areas and fundamentally and comprehensively sharpen your leadership skills.



SYSTEMIC APPROACH

Teams are always fluid and flexible social structures (systems). Every person, with all their inner components, is already a system. People together form a team and thus a system. A department consists of different teams and also forms a system. In projects, different people from different systems work together and again form a system.

Just like a mobile, relationships always exist in collaboration. Individual relationships cannot be viewed in isolation from one another, but are directly interrelated. Interactions and dependencies must also be considered in coaching leadership.

DEVELOPMENT PATH THE LEADER AS COACH

PROFESSIONALLY SUPPORT EMPLOYEE DEVELOPMENT AS A LEADER.

BENEFITS FOR YOUR COMPANY

PROMOTING EMPLOYEE DEVELOPMENT

Leaders learn to support employees in their personal and professional development through coaching methods, which increases the competence and motivation of the team in the long term.

EFFECTIVE CONFLICT MANAGEMENT

Participants will master effective conflict resolution methods that contribute to the stability of internal processes and a harmonious working environment.

ADAPTABILITY IN COMPLEX SYSTEMS

The systemic approach enables managers to respond flexibly to changes and effectively manage the dynamics in teams and projects.

STRENGTHENING INTERNAL COACHING SKILLS

The focus on in-house coaching enables cost-effective and sustainable personnel development.

OPTIMIZING LEADERSHIP COMMUNICATION

Leaders deepen their knowledge of communication processes in order to lead clearly and effectively in VUCA times.

BENEFITS FOR PARTICIPANTS

STRENGTHENING SELF-REFLECTION AND SELF-CONFIDENCE

Participants develop a strong self-confidence and gain clarity about their own attitude and leadership behavior.

TARGETED DEVELOPMENT OF COACHING SKILLS

Leaders learn sound tools and methods to support employees individually and to successfully support change processes.

COMPETENCE IN DEALING WITH INTERPERSONAL DYNAMICS

The psychological aspects of interpersonal relationships are dealt with intensively in order to act appropriately in complex team situations.

SOVEREIGNTY IN CHANGE PROCESSES

Participants are empowered to identify new perspectives, promote solutions, and maintain an overview even in challenging times.

SYSTEMIC UNDERSTANDING OF TEAM DYNAMICS

You will learn to recognize the interactions within teams and projects and to lead them sustainably using a systemic approach.

DEVELOPMENT PATH THE LEADER AS COACH

PROFESSIONALLY SUPPORT EMPLOYEE DEVELOPMENT
AS A LEADER.

WHAT WILL CHANGE FOR YOU THROUGH THE DEVELOPMENT-PATH

You should definitely join if you want to upgrade your leadership skills!

BECAUSE AFTER THE DEVELOPMENT PATH YOU WILL

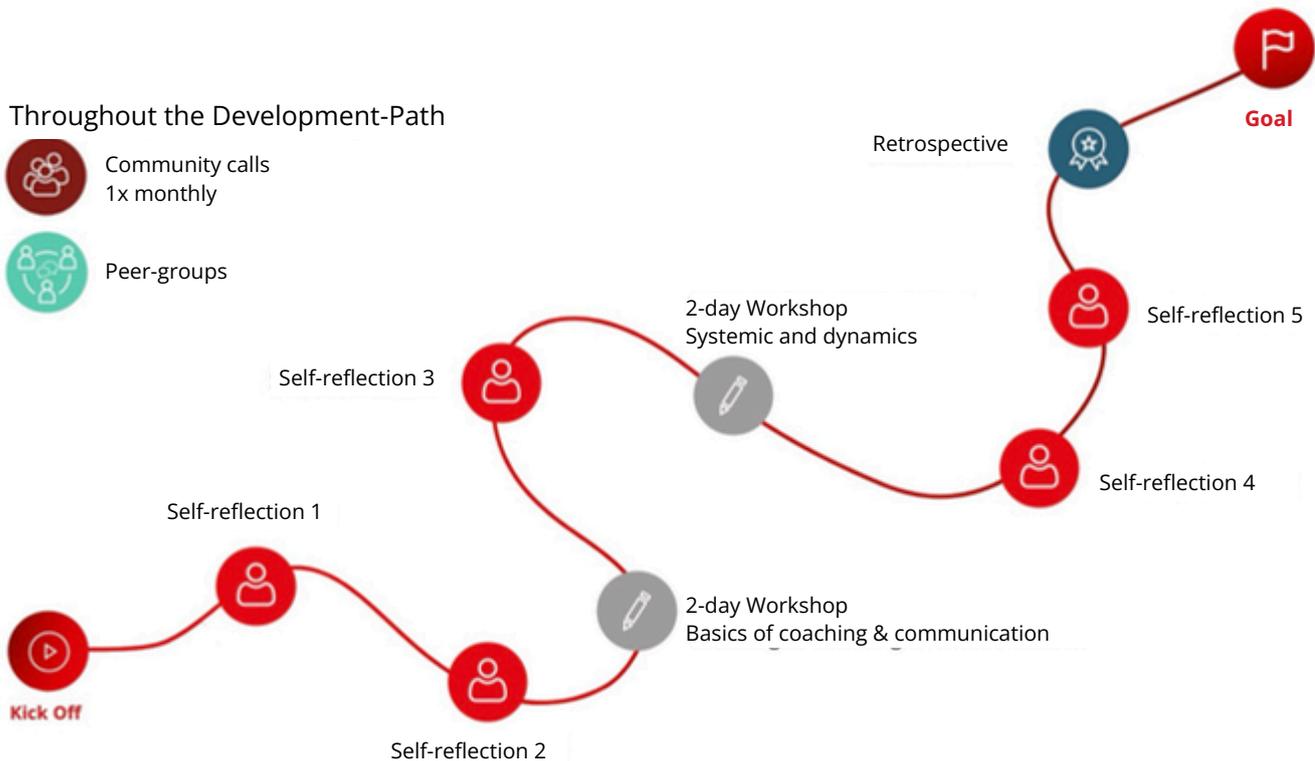


- **Know yourself better.** You have the solid self-confidence you need to successfully face professional (and personal) challenges.
- Be able to **reflect on and sharpen your leadership skills.**
- Be able to successfully support your employees and your team in development and **change processes.**
- Being able to **support your employees and your team in discovering new perspectives, developing themselves further, and adopting a solution-oriented approach** to thinking and acting.
- Master effective **conflict management.**
- **Learn proven methods** that will help you keep track of everything in every situation.
- **Having helpful tools** at hand to lead successfully even in VUCA times.
- **Better understand the psychological aspects of interpersonal behavior** in order to always be able to act appropriately.

DEVELOPMENT PATH THE LEADER AS COACH

PROFESSIONALLY SUPPORT EMPLOYEE DEVELOPMENT
AS A LEADER.

DEVELOPMENT-PATH PROCESS



“
The best leaders inspire not by
instructions, but by development.
”

DEVELOPMENT PATH THE LEADER AS COACH

PROFESSIONALLY SUPPORT EMPLOYEE DEVELOPMENT
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WORKSHOP CONTENT

WORKSHOP 1

- Basics and phases of the coaching process
- Distinction between leadership and coaching
- Areas of application, benefits, possibilities, and limitations of coaching in leadership roles
- Goals and framework of leadership and coaching
- Basics of communication
- Building relationships and trust
- Dealing with conflicts of interest
- Active listening
- Systemic questioning techniques

WORKSHOP 2

- Sharpen your own systemic view of the team
- Activating the systemic perspective of employees
- Enable a change of perspective
- Activation and motivation of employees
- Dealing with conflicts of interest
- Managing different conversation dynamics
- Practical tools and methods for coaching as a leader
- Promote knowledge acquisition
- Making insights and changes visible and tangible

Our development path is designed to address different cognitive levels:



- the cognitive level, i.e. the intellect,
- the somatic level, i.e. the feeling and experience,
- the emotional level, i.e. the emotions.

These three levels together enable holistic learning. Our offerings alternate between various teaching methods and offer regular opportunities for practical exercises, discussion, and self-reflection.

DEVELOPMENT PATH THE LEADER AS COACH

PROFESSIONALLY SUPPORT EMPLOYEE DEVELOPMENT
AS A LEADER.

THE BASIC PACKAGE

UNDERSTANDING CREATES ABILITY TO ACT

For the successful development of your leaders, we have put together a basic package based on our many years of experience that effectively combines diverse aspects of leadership and self-leadership.

Both leaders and those being led benefit from this, thanks to the holistic approach in terms of content and methodology.



✓ **Kick-Off-Meeting** (ca. 30 Min. Online pro Person).

✓ **Two two-day workshops**

✓ **Self-reflection questions** (every 14 days) about our digital energy through development learning platform.

✓ **Self-learning opportunities** on our digital learning platform, such as videos, podcasts, and specialist articles to prepare for the four workshops

✓ **Guided, collegial exchange** in peer groups.

✓ **Ongoing support** from direct contacts from the Energy through Development team via our learning platform.

✓ **Retrospective** (approx. 30 min. online per person) for joint conclusion and reflection of the development path

DEVELOPMENT PATH THE LEADER AS COACH

PROFESSIONALLY SUPPORT EMPLOYEE DEVELOPMENT
AS A LEADER.

EXTENDED PACKAGE & OPTIONAL MODULES

If you would like even more intensive development for your managers, you can optionally add the following modules to your basic package:

+ DISC Personality Test

Analyzes individual behavioral styles and personality traits and helps to better understand them, making it easier to respond to the needs and communication styles of others.

+ LINC Personality Profiler Test

Psychologically sound, holistic assessment and description of the human personality - especially with regard to one's own leadership skills.

+ Coaching-Session-Package

(5 sessions of 90 minutes each) for the individual development of your own attitude as a coaching manager.

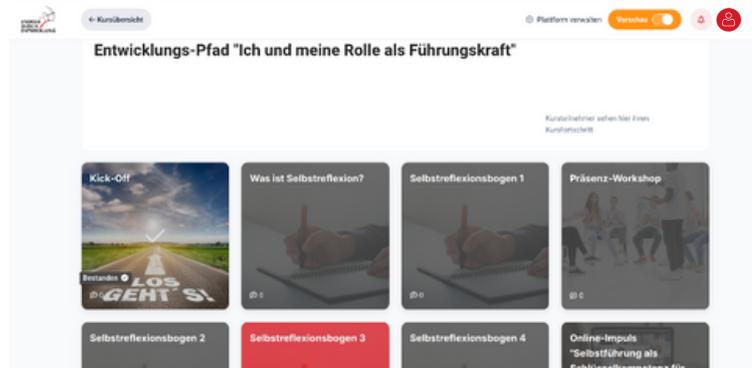
+ Executive FiRe Index 3.0

Measuring resilience to strengthen leadership, communication and decision-making behavior.

If you have any further requests, including those related to existing programs in your organization, or are interested in additional workshop topics for managers, please feel free to contact us!

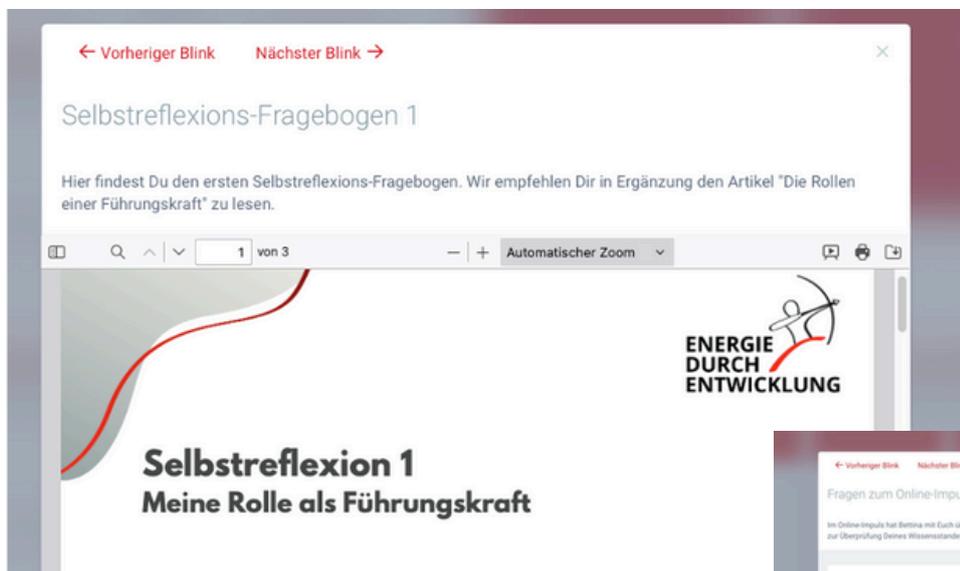
DEVELOPMENT-PATHS OUR LEARNING PLATFORM

Our learning platform offers participants through their development path a flexible and effective way to integrate its continuing education into their daily lives. Thanks to mobile accessibility, they can access learning content anytime, anywhere – whether at work, at home, or on the go. This saves time and allows everybody to learn at their own pace.

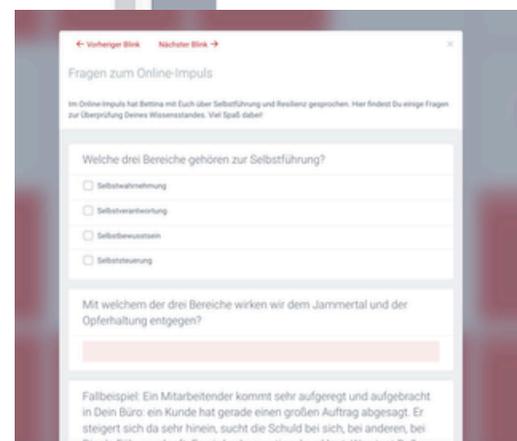


With interactive modules, practical exercises, and an intuitive user interface, learning is not only easy but also motivating. This platform supports participants in sustainably consolidating their knowledge and applying it directly to their everyday professional lives.

Reminder functions and progress overviews help participants stay on track and keep track of their learning goals. Participants receive emails at predefined times informing them about new content, such as self-reflection sheets, etc.



Selbstreflexion 1 Meine Rolle als Führungskraft



PROVEN STANDARD OR CUSTOMIZED – THE CHOICE IS YOURS

Do you like our trainings, but need more? Would you like personalized support for your team or organization?

WE SUPPORT YOU INDIVIDUALLY ACCORDING TO YOUR NEEDS...

- Supporting strategy and change processes, particularly with regard to sustainable leadership and corporate culture
- Support for reorganizations, business successions and post-merger integrations
- Culture, vision and mission statement processes, development and implementation of corporate values
- Team and organizational development
- Sparring/moderation of management retreats and strategy meetings, large group formats
- (Impulse) lectures on the topics of leadership, change, development, transformation, future viability, new work, etc.
- Coaching of managers, junior managers and teams



CONCEPTS AS INDIVIDUAL AS THE PEOPLE WE TRAIN!

Every person, every team and every organization has its own individual challenges, backgrounds, stories, and conditions.

That's why we don't work with standard solutions, but always with concepts tailored specifically to you, your specific situation, and your goals. Our approach is always as little as possible and as much as necessary.

ARE YOU INTERESTED? LET'S TALK!

In a free introductory meeting, you'll get to know us and our unique way of working: in person, by phone, or video conference— whichever suits you best.

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