

S AUF CHANGE MANAGEMENT



TRAININGS

practical & interactive

ENERGY AND DEVELOPMENT - THAT IS OUR PROGRAM

Are you looking for an experienced and proven partner to help you tackle the current challenges facing your organization? Do you need active support in implementing urgently needed corporate changes?

With over 14 years of experience, we understand the **dynamics of change processes in medium-sized companies with commercial and industrial employees** like no one else. Our needs-based approach and strong hands-on mentality enable us to act quickly and offer you solutions that are tailored precisely to your needs and the current situation of your managers.

The results for our clients are clear: **our consulting and support, combined with our customized training, create sustainable corporate cultures in which open communication and efficient processes are truly lived**, managers and employees are connected, and sustainable success and continuous innovation are ensured.

Learn in a personal consultation how you too can significantly improve your day-to-day business and successfully implement change processes in your company with our expertise and our unerring instinct for the decisive levers and measures.

VICTORIA BECKERS

I am Victoria Beckers, Founder and Managing Director of Energie durch Entwicklung and a passionate leadership, organizational, and culture development expert.

Since 2011, I have been supporting medium-sized companies with both commercial and industrial employees in initiating and successfully implementing necessary change processes—sustainably and in close collaboration with their leadership teams.

With a deep understanding of the critical points within an organization and many years of entrepreneurial experience, I advise and support owners, executives, managers, and HR professionals in a targeted and effective manner throughout the entire transformation process. My strong hands-on approach ensures quick wins, which in turn create momentum for sustainable development.

The leadership team plays a particularly important role in the success of transformation processes: alongside clear, actively implemented organizational structures and a people-oriented corporate culture, the key to successful change lies in activating and empowering leaders. For this, we offer an extensive professional development program.

In addition to expertise, experience, and implementation strength, I provide my clients with space for open, trust-based communication — creating the opportunity to uncover hidden conflicts and develop effective solutions.

I am the sparring partner who helps companies position themselves for the future, ensuring an organization with satisfied and motivated employees.



HOW SUSTAINABLE DEVELOPMENT SUCCEEDS -

OUR LEADERSHIP AND SOFT SKILL TRAININGS

In order to not only initiate change processes in a targeted and effective manner, but also to be able to expand the long-term success of your company. We at Energie durch Entwicklung believe in a combination of individual and standardized leadership development. This optimally integrates into the processes of our client companies.

For this very reason, we offer various leadership and soft skills training courses, which can be held in person or online, depending on your needs.

The trainings can be held at your premises or at other locations booked by you. A group size of ideally 8 to a maximum of 12 participants ensures sustainable results that are ultimately implemented.

Note:

- We offer all our trainings in German as well as English language.
- All our training sessions can be conducted as one, two, or three-day sessions, so you can determine the level of intensity yourself.
- All our training courses are available online via MS Teams, Zoom or in person on-site.

Sustainable development is very important to us, not only in our consulting projects and coaching sessions, but also in our workshops and training courses. Our training courses are therefore designed to be interactive and varied, aiming for a high level of implementation in our participants' everyday leadership roles.

Because: we know from current brain research findings, but above all from our own experience, that teaching knowledge in a frontal manner is not effective.

Therefore, our training courses 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.

By combining these three levels in our training courses, we offer your leaders a holistic learning experience. Our training courses alternate between various teaching methods, providing participants with ample opportunities for practical exercises, discussion, and self-reflection.

Of course, the willingness, and desire to learn of the participants is also crucial for sustainable learning success, because before every change or development there is the desire to do something better, faster or differently.

UNDERSTAND. DEVELOP. IMPLEMENT. -

WHAT YOUR LEADERS CAN EXPECT FROM US

The training sessions alternate between trainer input, practical exercises in pairs or small groups, self-reflection, and group coaching, ensuring that the various didactic needs of the participants are covered. In addition, specific questions and concerns raised by the participants are addressed and dealt with on request.

The topics covered in the training sessions revolve around employee leadership, employee and team development, agile leadership, communication, conflict management, change management, personal competence, etc. The training sessions can be conducted in this form or in a modified form, tailored to your individual needs and wishes. Combinations of topics are also possible. The training sessions can be conducted in both German and English.

The various training courses are suitable exclusively for leaders, but also for employees and ultimately for both target groups.

They are explained accordingly on the following pages, and you will find the recommended minimum duration for each training course.

Our recommendation: Depending on potential and needs, the training courses should be extended by one day. This provides more room for practice and thus ensures greater intensity and a significant improvement in results.

All participants in our training courses receive:

- A preliminary questionnaire with reflection questions to help them personally prepare for the topic.
- Comprehensive training materials in the form of workbooks for review.
- A prepared photo documentation for individual follow-up work on the learning process.
- A reflection sheet following participation in the training course to consciously document their own learning process and insights.
- A certificate of participation.

WE OFFER THE FOLLOWING COURSES:

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INITIAL MANAGEMENT TRAINING



A basic training course for managers at all levels, with the aim of developing a common understanding of leadership. With a combination of a well-stocked toolkit that contains methods and tools, it is possible to establish a future-oriented management culture.

The main focus here is on getting to know and becoming familiar with practical leadership tools. Tools that can be integrated into everyday life and applied immediately.

The training works with various didactic methods to cover all learning types and sequences accordingly. Knowledge transfer, group discussion, practical small group exercises, self-reflection and role plays alternate in a balanced ratio. In addition, there is sufficient space for specific questions and a fruitful exchange between the participants.

HIGHLIGHTS

- Role and responsibilities as a manager
- Fundamentals of communication and leadership skills
- Feedback and criticism
- Situational leadership
- Conducting employee appraisals
- Holding team meetings
- Basics of change management
- Integrating company values into Corporate values in day-to-day management

TRAINING OBJECTIVES

- Developing a common understanding of leadership and leadership responsibility
- Developing a common methods/toolkit for improving leadership skills
- Communication with employees and stakeholders
- Improved handling of difficult situations, conversations, employees, and resistance
- Increased self-responsibility and accountability for the role

IN-DEPTH EMPLOYEE MANAGEMENT

In an increasingly dynamic environment, the continuous development and growth of employees and teams is essential. Managers at all levels play a central role in the success of continuous development and should therefore be approached in several steps.

Step 1

Building on the content of the initial management training course, this training course subsequently intensifies what has already been learned in a targeted manner.

Step 2

We then focus on the development of employees in their day-to-day work, taking into account their individual strengths and weaknesses. The leadership toolbox is gradually filled with effective elements.

Step 3

We then focus on the development of the entire team as a unit. The emphasis here is on how managers can also have a clarifying, developing and supportive effect at team level.

HIGHLIGHTS

- Deepening the knowledge from the initial leadership training course
- Expanding the leadership method/toolbox
- Developing and stimulating employees — How do I develop my employees?
- Team development — How do I structure and develop my team into a high-performance team?

TRAINING OBJECTIVES

- Gaining confidence in day-to-day management
- Assessing employee potential and performance more confidently
- Conducting employee appraisals effectively
- Understanding team dynamics and team development
- Developing options for team development

DEVELOPING EXCELLENT TEAMS

Every organization consists of numerous small and large teams, not only along the line of hierarchy, but also across functions and at project level.

A team is often not just based in one location, meaning that collaboration takes place virtually, interculturally and across different time zones. Only a physically and emotionally healthy team that enjoys continuous development and is always looking for new challenges can deliver top performance.

An excellent team is an association of personalities with different, complementary skills and experience. They use this diversity profitably to master projects, tasks, and initiatives in the best possible way. Such a team is the engine for the success of your organization!

What goes hand in hand with this is that members of such a team have a strong sense of responsibility and focus not only on themselves, but also on the interests of the entire team. They know that each individual is only successful if personal and team goals are in harmony with each other.

The overall corporate goal is never lost sight of. A shared vision ensures openness and trust and creates an atmosphere that has a positive influence not only on the immediate environment, but on the entire company. Differences of opinion and other conflicts are resolved confidently and constructively, creating unexpected positive effects.

HIGHLIGHTS

- This training helps you to develop your team into an excellent team, to realign it after a major change, to strengthen it and to accompany its development.
- Learn how you and your team can become a productive, innovative and inspiring team.
- Effective tools for leading disciplinary, technical and project teams.
- Gain clarity about your team vision and your team mission statement: pull together and feel the common values and goals.

TRAINING OBJECTIVES

- Creating, naming and pursuing shared visions and goals
- Strengthen the sense of unity and teamwork
- Develop a confident, dynamic and agile team culture
- Utilize differences of any kind in the team
- Use the success of the team for the success of the entire company

INCREASING MOTIVATION – DEALING CONSTRUCTIVELY WITH RESISTANCE

Even experienced managers are often faced with the challenge of having to conduct difficult employee appraisals.

Whether you need to convey a difficult message, there is a problem in the team or project or a personal crisis of the employee needs to be overcome.

If you are familiar with this situation, you will know that the associated emotions such as fear, anger, and resistance are often the biggest hurdle.

Especially in times of frustration or uncertainty, it is important to manage employees within a clear framework, give them feedback and turn them from being affected into participants.

When managers are aware of their room for maneuver, completely new possibilities open up, which in turn provides more confidence and, above all, motivation.

In our seminar, managers learn how to confidently master conversations in which there is a lot of potential for resistance and frustration and turn them into motivating and constructive situations.



HIGHLIGHTS

- Gaining confidence when conducting employee appraisals
- Conveying critical feedback in the right manner
- Resolve resistance
- Increase employee motivation
- Turning those affected into participants — get out of the “waiting for others” trap

TRAINING OBJECTIVES

- Proper preparation and structuring of difficult conversations
- Reflecting on your own behavior and its effect on others
- Giving feedback and guidance — recognition and suggestions
- Dealing constructively with objections and resistance
- Agreeing goals and recording results

CHANGE MANAGEMENT –

HOW TO LEAD THROUGH CHANGE PROCESSES WITH LASTING SUCCESS

Managers and people in key positions have the task of sustainably shaping change in the company and further developing the corporate culture.

It is particularly important to understand how change processes should be prepared, implemented and followed up so that all stakeholders are constructively involved. A change process can only succeed in the long term with the acceptance of managers and employees.

Otherwise, the energy invested will fizzle out and changes will only have a superficial effect. The processes and procedures in the company cannot change effectively, and the results remain as they are.

In this training course, participants gain a shared understanding of the prerequisites for successful change and transformation and what this means for the company as a whole as well as for themselves and their employees.

They learn how to design and manage a change process and what challenges need to be overcome.

HIGHLIGHTS

- Understanding and designing processes
- Dynamics and emotions in change
- Dealing with resistance

TRAINING OBJECTIVES

- How does change management work?
- Who has what role in the change process?
- How can I deal with my own emotions and resistance and those of my employees?
- How do I approach a change process and maintain the changes in the company in a sustainable way?

CHANGE MANAGEMENT – SUCCESSFULLY DEALING WITH CHANGE AS A MANAGER

Managers have the task of sustainably shaping change in the company and further developing the corporate culture.

It is particularly important to understand how change processes should be prepared, implemented and followed up so that everyone involved is constructively integrated. It is also extremely helpful to recognize how differently people can react to change and to learn how to deal with different emotions successfully and constructively — for yourself and for your team.

A change process can only succeed in the long term with the acceptance of managers and employees. Otherwise, the energy invested will fizzle out and changes will only have a superficial effect. The processes and procedures in the company cannot change effectively, and the results remain as they are.

In this training course, you will jointly gain an understanding of what the prerequisites for successful change and transformation are and what this means for the company as a whole as well as for you and your employees.

You will learn how to design and manage a change process, what challenges need to be overcome, how you can successfully manage change yourself and how you can take your team with you in the long term.

HIGHLIGHTS

- Understanding and designing change processes
- Dynamics and emotions in change
- Dealing with resistance
- Communication during change

TRAINING OBJECTIVES

- Strengthening confidence and the ability to act when dealing with change
- Role clarity in the change process
- Clear communication and leadership skills through all phases of the change process

SUCCESSFULLY LEADING HYBRID TEAMS – TRUST-BASED COLLABORATION EVEN ACROSS GEOGRAPHICAL DISTANCES

Leading a team remotely is much more challenging than in person. A common problem is a lack of trust: in employees, but also in the quality of work processes. There is a great fear of losing control, which leads to managers acting out of fear and less goal-oriented.

More anonymous remote working and reduced communication and involvement can lead to motivation problems and dissatisfaction among employees, which often go undetected at first. This can subsequently lead to increased sickness rates and staff turnover.

Another issue is team spirit. Unfortunately, this increasingly falls by the wayside in hybrid working models. The resulting lack of coordination and other inefficiencies then lead to a deterioration in the quality and quantity of work results.

Hybrid working requires managers to develop new skills in the areas of communication, management and building relationships with their teams. Communication in a hybrid working environment is more challenging, as important elements such as body language, gestures, attention, and tone of voice are only conveyed in fragments. A breeding ground for misunderstandings and conflicts!

Clear rules and agreements in the collaboration, as well as binding and intensive communication routines ensure trust are essential for successful hybrid collaboration, along with other factors. In this way, the vacuum created by the lack of social connection and the reduced exchange compared to face-to-face work can be effectively filled. In our hybrid team leadership training, you will learn important tools for leading remote teams to successful collaboration.

HIGHLIGHTS

- Differences between leadership in presence and hybrid leadership
- Building resilient relationships even in a digital setting
- Binding agreements within the team
- Establishing participative communication formats digitally in the team

TRAINING OBJECTIVES

- Making hybrid collaboration lively and participative
- Communicating agreements and expectations to employees clearly and transparently
- Promote effective and efficient collaboration in the team

TARGETED COMMUNICATION –

ACHIEVE MORE THROUGH TARGETED COMMUNICATION

The better your communication skills and those of your employees and colleagues are — whether through active, attentive listening or constructive, appreciative communication — the more effectively messages can be conveyed.

This proves to be a real added value, especially in conversations and meetings. Misunderstandings and conflicts can be avoided or quickly resolved through clear and positive communication. Dialogue promotes constructive, value-adding and productive further development as well as mutual acceptance.

The best conditions for successful business and private relationships, as well as good negotiation results!

In this way, undesirable developments can be prevented in good time or resolved quickly, which ensures positive results. Understanding different communication needs and patterns as well as a routine in dealing with them helps you to adapt quickly and effectively to the mentality of your discussion and business partners.

You can look forward to practicing the various listening, communication and questioning techniques in 2- person and small group exercises. You will have the opportunity to try out, practice and discuss the concepts. Conversation management and success factors for good meetings are also discussed and practiced.

After all, you will only be able to develop your communication skills through practical application.

HIGHLIGHTS

- Listen with attentiveness and formulate your own goals and concerns precisely
- Giving your counterpart the opportunity to express themselves
- Being open to communication
- Communicating constructively

TRAINING OBJECTIVES

- Dealing with killer phrases
- Practicing communication in groups and learning to communicate correctly
- Discussing and constructively criticizing
- Respect and appreciation
- Learning to listen actively

COMMUNICATION IN DIFFICULT SITUATIONS

Would you like to work better and more successfully with difficult colleagues and situations in your day-to-day management work?

To do this, you need to know that a person's personality is much more important for the successful completion of a task than the technical skills that can be learned.

The individual facets and attitudes of people therefore play a decisive role in the success of collaboration.

Especially in stressful situations, there is an increased potential for conflict because everyone pursues their own and therefore different values and motives. Conflicts therefore also have two sides: my own and those of others. A change of perspective and the ability to put yourself "in the other person's shoes" sometimes ensures constructive solutions.

Experience how "differently" other people can experience and perceive things and situations in their everyday professional life. Learn how you can increase and optimize your own diversity of behavior and thus experience more serenity in everyday professional life and significantly increase your effectiveness.

HIGHLIGHTS

- Insights into why misunderstandings are pre-programmed and how you can prevent them
- Awareness of how you can communicate and work in a more targeted way by understanding the underlying emotions and values
- Valuable tips for communicating and approaching others



TRAINING OBJECTIVES

- Why are some colleagues/customers/ superiors so "difficult"?
- How do I act in "difficult" situations?
- How can I fulfill the role of "sitting between two chairs"?
- How do I come across towards my counterpart?
- De-escalation strategies for difficult conversations
- Strengthening your own self-awareness

USING CONFLICT AS AN OPPORTUNITY FOR CONSTRUCTIVE SOLUTIONS

A conflict shows that not everything in a situation, a project, or a negotiation has been clearly settled or satisfactorily resolved.

The people or groups involved in the conflict usually have different interests and needs. The solution often lies in developing alternative options and finding new ways forward.

In this seminar, participants learn that conflicts and their resolution offer an opportunity to ease difficult situations and make projects or collaborations even more successful with a constructive approach.

During the training, you will experience that solutions can often lie outside the initially assumed possibilities.

HIGHLIGHTS

- Recognize and use conflict as an opportunity for constructive solutions
- Recognize and control conflict patterns and dynamics
- Manage emotions

TRAINING OBJECTIVES

- Recognizing conflicts at an early stage
- Understanding conflict patterns
- Drawing constructive insights from conflicts
- Developing solutions together
- Courage to deal with conflict

ON THE LOOKOUT FOR UNCONSCIOUS BIASES

Most people consider themselves to be open-minded and tolerant. They do not perceive their prejudices as such or suppress their pigeonholing. Open, conscious prejudices are therefore less of a problem in the corporate world.

Things get interesting when it comes to unconscious bias, which we are all subject to, without exception. This is an automatic bias that ensures that we can orient ourselves in a complex world and protect ourselves if necessary. Our brain is programmed to quickly assess people and situations and makes this assessment based on our background, our cultural environment and our personal experience.

Unconscious biases thus significantly shape our thinking, our behavior, and our decisions, and therefore also have an enormous influence on company processes and results.

A lack of diversity when filling positions and projects due to prejudices and the resulting consequences, such as a lack of adaptability to changing market and customer conditions. This is an example of the massive impact that unreflected unconscious biases can have on the future viability of companies.

A diversity of perspectives, on the other hand, leads to increased innovative strength, creativity, and problem-solving ability in a rapidly changing and complex environment. This represents a decisive competitive advantage. A study by the Boston Consulting Group shows that companies with diverse management teams also record a 19% increase in turnover through innovation.

So take the opportunity in this training to deal with your own unconscious biases, to effectively counteract them and to promote a climate of openness and diversity in your team.

HIGHLIGHTS

- Scientifically sound approaches: The training is based on current research results and findings from psychology, sociology, and other relevant fields and provides participants with a solid understanding of the neuroscientific background of unconscious thought patterns and automatisms
- Practical applicability & sustainability: The training focuses on providing participants with concrete tools and techniques to recognize and actively counteract unconscious bias in the work environment. This is done in a participatory format.
- Individual adaptation: The training takes into account the specific needs and challenges of your organization. We work on specific topics of the participants in order to offer the greatest possible benefit and relevance for the participants and your organization.

TRAINING OBJECTIVES

- Increasing competence & self-responsibility: Participants increase their own competence in dealing with cognitive biases & automatisms and receive concrete suggestions on how they, especially as managers, can sensitize their employees and implement effective de-biasing measures in the team

TEAM DEVELOPMENT THROUGH LEARNING CULTURE –

LEARNING TOGETHER FROM MISTAKES - ACTIVELY SHAPING THE FUTURE

In a dynamic working environment, it is crucial that teams not only react to challenges, but also actively develop solutions and shape the future together. However, teams often tend to focus on problems and see mistakes as obstacles rather than valuable learning opportunities. This can inhibit creativity, impair motivation and limit the potential for further development.

The training course “Team development through learning culture: learning from mistakes together — actively shaping the future” addresses precisely this issue. It shows why it is so important to shift the perspective from problem orientation to solution orientation. By learning to accept mistakes as an integral part of the learning process, teams can significantly improve their ability to innovate and adapt. Instead of viewing setbacks as failures, participants learn how to use them as opportunities for personal and professional growth.

A central component of this learning culture is the constructive use of feedback, which enables teams to grow from experience and continuously improve. By openly accepting and giving feedback, participants learn how to use their strengths in a targeted manner and work together on weaknesses in order to be more successful as a team.

A strong learning culture in the team not only promotes cooperation, but also strengthens trust and openness among the members. Together, the team develops a positive attitude towards challenges that enables them not only to solve existing problems, but also to actively shape the future and continuously improve.

HIGHLIGHTS

- Promotion of a positive learning culture in the team
- Change of perspective from problem to solution orientation
- Strengthening of trust and openness in the team
- Constructive handling of feedback

TRAINING OBJECTIVES

- Improving team collaboration and innovative ability
- Increasing the willingness to learn from mistakes
- Developing a proactive and future-oriented attitude
- Strengthening resilience in the face of challenges

CHANGE MANAGEMENT – SUCCESSFULLY DEALING WITH CHANGE – AS A TEAM MEMBER

Change in the workplace can be a challenge for many employees, be it through new processes, role changes or organizational restructuring. Anxiety and uncertainty often arise because the familiar is suddenly called into question and the future seems uncertain. In such situations, it is difficult to maintain motivation and deal constructively with the new challenges.

Our training course “Successfully dealing with change — as a team member” is aimed at employees who want to learn how to face change more calmly and with more confidence. The focus is on strengthening your own self-management: you will learn how to better understand and manage your emotions in order to remain resilient and capable of acting in phases of change. You will learn how to actively adapt to change and recognize opportunities instead of being paralyzed by uncertainty.

It also teaches you how important it is to proactively get involved in the change process and constructively contribute your own ideas and concerns. By actively gathering information and seeking an exchange with colleagues and superiors, you can reduce uncertainty and develop a better understanding of the upcoming changes.

The training will help you develop a positive inner attitude towards change processes and give you the ability to manage yourself and your reactions more consciously. This not only enables you to adapt more quickly to new circumstances, but also to actively contribute to the successful implementation of change as a valuable team member.

HIGHLIGHTS

- Understanding change processes and all their phases
- Learning to deal with your own emotions
- Active participation in change processes

TRAINING OBJECTIVES

- Understanding change processes as an opportunity and approaching them positively
- Strengthening self-management skills
- Improved constructive and solution-oriented communication skills

PROVEN STANDARD OR TAILOR MADE – THE CHOICE IS YOURS

Do you like our products offered, but require more? Would you like personalized support for your team or your organization?

WE SUPPORT YOU INDIVIDUALLY ACCORDING TO YOUR NEEDS...

- Support for strategy and change processes, particularly with regard to sustainable leadership and corporate culture
- Support for reorganizations, business succession, 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) presentations on the topics of leadership, change, development, transformation, sustainability, new work, etc.
- Coaching of executives, junior executives, 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 no-cost introductory meeting, you can get to know us and our unique way of working: in person, by phone or video conference – whichever you prefer.

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