

Berlitz Business Seminars

Our trainings for intercultural skills and management/leadership skills.



Berlitz[®]

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The experience to shape the future

More than 140 years of experience.

Berlitz has been applying expertise, experience, and innovation to the achievement of continuing education goals across the globe for over 14 decades.



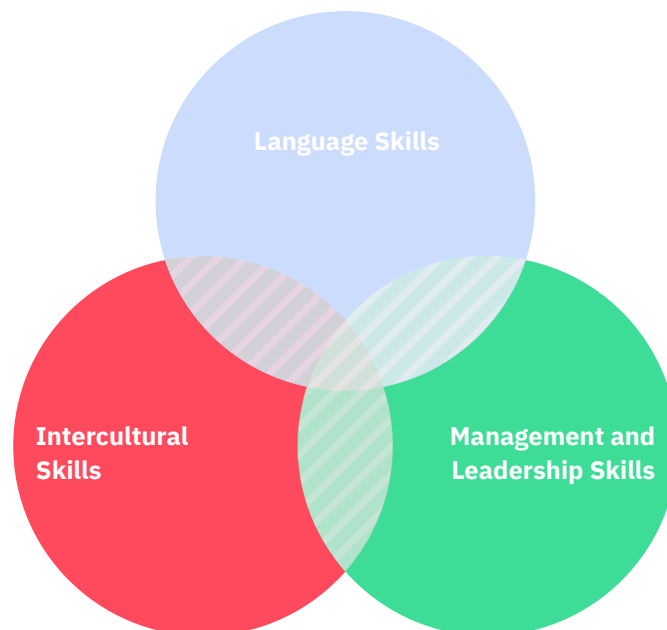
The World of Business Seminars

Business excellence for the global workplace

The digitalization and globalization of the working world have made it large and complex in some ways, and small and extremely close in others. So successful communication and collaboration – on a national and international level – are a question of attitude, cooperation, and approachability. Language skills alone are no longer enough to guarantee success. Global challenges can only be overcome with robust intercultural competencies and agile management and leadership skills. The authenticity, values, and professionalism of every individual are crucial to success.

We work with our course participants to help them build a successful professional future based on their individual patterns of behavior, personal presence, persuasiveness, and methodological strengths. Our experience as a global company helps keep us one step ahead of the pack. We offer you tailored continuing education solutions for national and international contexts in the following areas: intercultural competence, leadership and management, soft skills, sales and customer management, health, training for trainers, organizational development and HR, coaching, and Berlitz Online Live Seminars.

Do you have training needs that are not covered by the subjects listed above? Please contact us. We offer a wide range of training formats, a selection of which are presented on the following pages. We can point to the right format for your needs – mini-seminars, one- to three-day face-to-face courses, professional development programs, onsite and online solutions.



What our customers say about Berlitz:

“We have worked together with Berlitz as a partner in our internal human resources development since 2009. For SAP, Berlitz develops standardized training concepts and materials, co-ordinates the complete training administration and at the moment conducts trainings at 38 locations in 25 countries in German, English, Spanish, Hebrew and French. Berlitz has proven to be an extremely reliable global training partner, who guarantees high quality in planning and implementation and at the same time reacts quickly and flexibly to new requirements. In our cooperation we highly appreciate the customer orientation and the smooth communication with the Berlitz team. We look forward to our further cooperation which will surely expand to new topics and locations.”

Christoph Liedtke
SAP SE

Our Training Formats

Continuing education tailored to your preferences

Your success is important to us. So at Berlitz, you will always find the right training format for your needs. You can choose from a variety of formats: face-to-face training on your company premises, online live seminars, blended learning, and e-learning programs. Your company can book almost all seminar topics in a flexible, face-to-face format. We also offer an increasing array of topics taught live in our Virtual Classroom, letting you learn wherever you are – either in our numerous open courses or in corporate group courses exclusively for your company.



In-house seminars: Exclusive single- or multi-day continuing education courses

You choose the topic, focal points, venue, and time of the seminar. Our in-house seminars last a day or longer, depending on how much depth you prefer. All our in-house seminars can be conducted in English upon request. We can, of course, help you put together a customized training format. Learning success is further boosted by the use of case studies and specialist terminology from your organization.



Shorties: Gain valuable momentum in just four hours

The majority of our seminar topics can also be booked as four-hour mini-seminars, which we call Shorties. They offer an ideal way to provide fresh momentum, boost motivation, and work your way into a complex topic. The content is aimed primarily at actual business practices and can be applied on the job right away. Like our in-house seminars, our Shorties can also be offered in English.



Berlitz Online Live Seminars: Real-time instruction in a virtual learning environment

Ideal for teams spread across different locations – national or international. Our Berlitz Online Live Seminars are short, concise, and interactive – and teach all of the essentials. This economical alternative to our Shorties is not tied to a specific location and can also be offered in English and French. The seminars are held in virtual classrooms (Adobe Connect) as open lessons or in-house seminars. For more information on the Berlitz Online Live Seminars, please turn to page 67.



Coaching

Our most tailored continuing education format to help you reach your personal goals. Working with a coach in a one-on-one dialog helps you develop new points of view, gain a clear perspective, mobilize new resources, and be well prepared. It also provides you with a safe space to sound out new plans of action. Reflection, on point and when you need it. For an overview of situations and target groups that can benefit from our coaching, please turn to 66.



E-learning

When employees need to work on special, defined learning content independently and remotely, e-learning is the ideal training format. New: Our specialists work closely with you to put together an interactive, appealing e-learning concept featuring your individual content – from planning and development to the finished training activity. You will find innovative online programs for intercultural skills starting on page 11.



What our customers say about Berlitz:

“Berlitz is a lot like Vodafone – service and first-class products are the top priority. And these high standards naturally also apply to our HR development in terms of what goes into our training portfolio for our employees and which partners we choose.”

Johannes Fischer
Learning & Capability Development Commercial
Vodafone GmbH



The Berlitz Learning Paths

Continuing the path of continuing education

Our seminars aren't simply standalone solutions, but can be effectively combined to create a learning path customized to the individual continuing education needs of teams, functions, or even entire professional groups. Our multi-step model facilitates skills acquisition over an extended period of time. Subjects and learning formats can be combined in blended-learning arrangements specifically tailored to your needs.

To illustrate the concept, we have outlined our [Soft Skills for Teamwork](#) learning path below. It aims to make working and communicating in teams more effective. The learning path features work techniques and methods, knowledge and behavioral topics.

Soft Skills for Teamwork – Working and communicating effectively in a team

Step 1	Step 2	Step 3
Succeed as a Team	Facilitating Interactive Meetings 1	Facilitating Interactive Meetings 2
How to Give and Receive Feedback 1	How to Give and Receive Feedback 2	Resilience on the Job 2
Efficient Communication	Conflict Management 1	Conflict Management 2

The learning path outlined above is especially suited to helping team members communicate and work together more effectively. A new feedback culture is established and meetings become more efficient thanks to an improved structure. The roles of the members within the team are defined and leveraged for the success of the group. The team as a whole is made more resilient to stress. In this example, the learning path extends over a period of one-and-a-half years.

Other combinations – including language courses, for example – are possible as well. The key to the success of our learning paths is well-coordinated content that facilitates the building of lasting skills. The timeframe can be adapted as needed to suit the needs of the company or team.

We also offer many additional learning paths, e.g. for the following topics:

- Working efficiently
- Teamwork methods
- Working together globally
- Goal-oriented communication
- Presenting, moderating, and teaching
- Innovation and change
- Life balance
- Sales expertise
- And much more



Good to know:

Do you have questions about our learning paths? Are you interested in a customized program? Please contact us. We will be happy to advise you by phone **+49 (0) 69 666 089 336** or email: **seminare@berlitz.de**.



Intercultural Skills





Our Strength: Intercultural Skills

Intercultural training provides the key to your global success

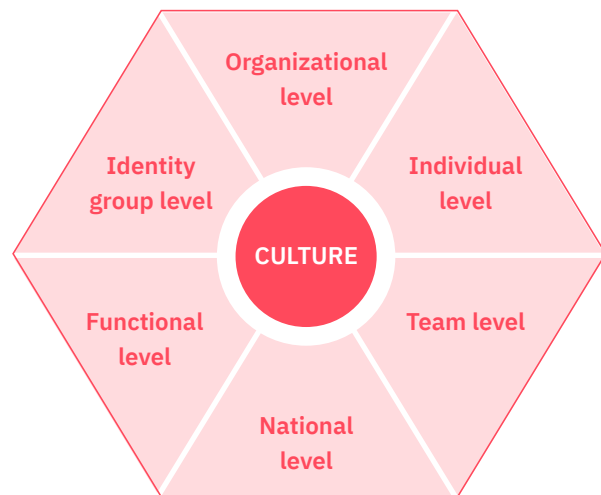
Today it is more important than ever to not only be aware of cultural differences, but to approach them in a spirit of openness and professionalism. This applies not only to global companies who negotiate and collaborate with international business partners, but also to individual managers who are responsible for international teams. Successful intercultural management means more than just learning the language or a list of dos and don'ts.

So in our intercultural seminars, we offer you the opportunity to gain intercultural competence and build relevant intercultural knowledge in a short time through authentic, hands-on instruction.

Taking culture a step further

We do not simply view culture in terms of national characteristics. Our intercultural training approach focuses on six levels in which culture impacts the working world. These are important to successful cooperation across cultures.

- **Organizational level**
Especially relevant for global organizations and mergers and acquisitions
- **Individual level**
Especially relevant for personal interaction in intercultural settings
- **Team level**
Especially relevant for the optimization of international teamwork
- **National level**
Especially relevant for market-entry strategies, international HR work, and international outsourcing
- **Functional level**
Especially relevant for working in cross-functional management and project teams
- **Identity group level**
Especially relevant for diversity initiatives and talent management



Benefits

- The intercultural competence which Berlitz stands for as a company
- Professional, multilingual, and international instructors with broad-based intercultural knowledge
- Practice-oriented training aimed at imparting both knowledge and professional competence
- The Cultural Navigator® is the ideal tool for preparing for intercultural collaboration as well as a knowledge resource for your own needs and interests

We prepare you perfectly for the modern world of business, which extends across cultural boundaries.



Our Cultural Navigator®

Intercultural expertise at the click of a mouse

Our Cultural Navigator® e-learning platform is an ideal way for you to prepare yourself for working with people of different cultures. As a first step, you work in your native language to analyze your own cultural preferences and receive an individual report. Second, you can prepare for working with people from more than 100 nations, using the comprehensive e-learning-programs to anchor your knowledge for long-term success. The Cultural Navigator® provides you with concrete answers to questions such as:

- What is my own cultural orientation?
- How does it differ from other cultures?
- How should I act in a variety of intercultural situations?

The spectrum extends from effectively preparing for meetings to leading international teams and international negotiation skills.

The Cultural Navigator® imparts valuable knowledge in the following areas:

- Intercultural skills
- Diversity and inclusion
- Intercultural teamwork
- Relocation and repatriation

The three main elements of the Cultural Navigator® will help you take the next step toward intercultural competence:

- 1 Cultural Orientations Indicator® (COI)** – Self-assessment of cultural preferences with an individual report. Available in German and 11 additional languages
- 2 Personalized learning paths** in English to build intercultural knowledge and professional competence
- 3 Comprehensive country information in English**, aimed at situations such as preparing for an international job assignment



Are you interested in a company-specific package for the Cultural Navigator®?

Please contact us. We will be happy to provide you with more information.

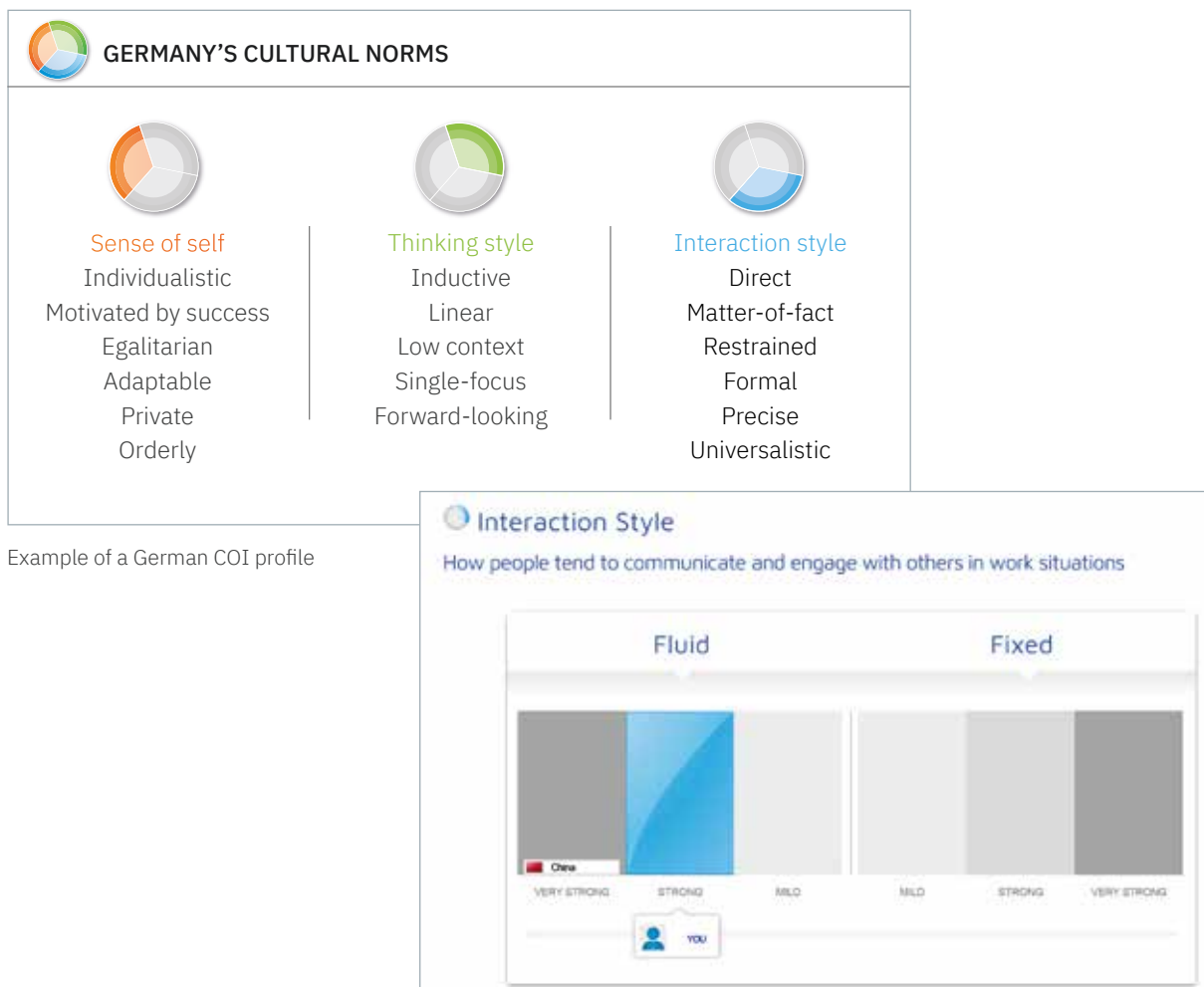
The Cultural Navigator® starting page showing its three functions: COI, Explore a Country, and Learning Paths



1 Our Cultural Orientations Indicator®

Explore your cultural profile. The Cultural Orientations Indicator® (COI) is an online assessment questionnaire that identifies your personal cultural preferences in the work environment. The COI report helps you and your team identify and overcome cultural differences and work more successfully with others across cultural boundaries. Our experienced instructors can help you with the interpretation of your results.

Upon completion, your personal COI profile can be compared with the profiles of your team members, perhaps in the context of team training. You can grant others access to your profile for purposes of comparison. The objective of such an analysis is to recognize and better leverage diversity in order to bolster the success of the team. In addition, you can compare your personal COI profile with the profiles of 55 different countries. The aim of doing this is to identify and overcome gaps, i.e. cultural differences. The COI is available in more than ten languages and has already been used by over 15,000 people.



Example of a German COI profile

How various aspects of an individual's interaction style compare with the Chinese profile

In addition to your personal report and the learning path, you can take advantage of the following content on the platform to help you retain what you have learned:

- **English-language podcasts** with professionally relevant examples from the working world help you reflect on your cultural values.
- **Interactive exercises and background information** make it easier to understand possible conflicts and offer tried-and-true solutions.
- **Concrete pointers and alternative scenarios** for interacting with international colleagues and customers help accelerate the transfer to your daily work.



2 Individual Learning Path

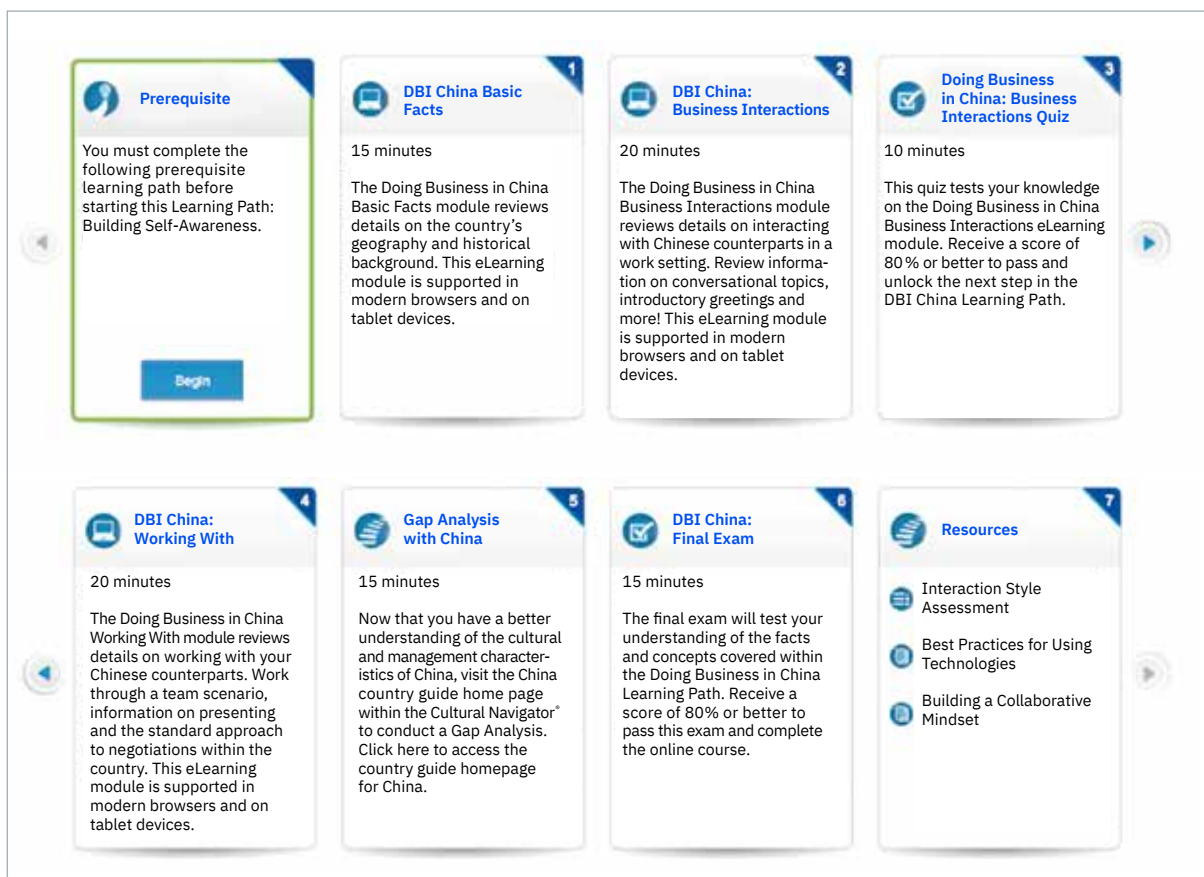
Modular learning for specific intercultural challenges. You can choose individual English-language learning paths according to your specific requirements, letting you focus your skills development on the topics that are relevant to your job. Each learning path comprises individual e-learning modules that build on one another for effective results.

Possible topics include:

- Introduction to Culture
- Working in a New Country
- Cultural Orientations at Work
- Communicating in Virtual Teams
- Phases of Team Development
- Doing Business in ... (available for 18 different countries)

What is especially practical is that you can start by selecting your intercultural interests, after which the Cultural Navigator® will automatically suggest appropriate learning contents.

The learning paths make the learning experience entertaining and help you retain what you have learned by integrating up-to-date podcasts, videos, articles, quizzes, and case studies on numerous intercultural topics and scenarios.



The individual modules of the Doing Business in China learning path



3 Country information

The reliable online knowledge resource. The Cultural Navigator® contains comprehensive and regularly updated information on more than 100 different countries, providing details on cultural norms, history, politics, geography, time zones, and climate. There is also concise information on various business topics to facilitate professional interactions in each location. This background knowledge is an important resource for successfully interacting with coworkers and business partners in other countries.

The country information is directly linked to your personal COI profile and allows you to compare your cultural preferences with those of the selected country.



Country information on China

Country information on India



Click to learn more: www.culturalnavigator.com

Here you can find more information and a video tutorial.

Tackling challenges together

Qualified instructors.

To ensure that you see the greatest possible success from your training, Berlitz employs highly qualified, experienced instructors and experts in their respective fields.





Intercultural Trainings und Coachings

Working in an intercultural context is an important and interesting experience for both supervisors and employees, whether it involves an international assignment (alone, accompanied by your partner, or with your entire family), participating in an international team, or working with customers in another country. All of these situations involve certain challenges, and you can face them proactively – ideally with the help of a professional advisor.

Customized Berlitz seminars and coaching offer you the support you need – from your first exposure to intercultural topics and continuing through issues related to international collaboration and direct contact with a culture that is still foreign to you but will be your home for a certain period of time. In addition to classic cultural sensitization, methodology, and training for personal growth, our portfolio of seminars now also includes intercultural safety skills (for more information, please turn to page 21).

In all of these areas, you profit from our many years of experience as well as our professional, specially trained expert instructors. Take advantage of our expertise – live, or using our versatile online tool, the Cultural Navigator®. Whether you select onsite training at the location of your choice, a Berlitz Online Live Seminar, or (phone) coaching, we offer you active, reliable, competent assistance.

Can also be
booked as a
compact Online
Live Seminar!

Business Across Cultures

Cooperation or culture clash? Intercultural competence is part of today's working world. No matter whether you travel overseas on business or work with international customers in Germany, lead an international team, or are assigned to a foreign office as an expat – intercultural expertise is in demand everywhere. In our seminar, we equip you with valuable tools for successful international communication and sensitize you to other ways of looking at things, leadership and negotiation styles, and working methods.



Target group

- Entrepreneurs, managers, international purchasing and sales staff, project managers, engineers
- Freelancers and self-employed professionals engaged in international business or working in a multicultural environment
- All staff with international contact



Benefits

- Build your intercultural skills
- Develop a practical understanding of culture
- Discover solutions to challenging situations that arise during intercultural collaboration



Content

- Cultural concepts and definitions – perception and understanding
- The six levels of culture on the job
- Elements of (inter-)cultural competence
- Four key cultural competencies for better communication
- Dealing with prejudice and stereotypes
- Recognizing potential for misunderstanding and conflicts and nipping it in the bud

Our recommendation: Combine the seminar with the COI and learn to apply your cultural profile in context for your professional benefit.



Available for
approx. 60
countries!

Successful Collaboration with ...

Create trust and gain partners. Successful international collaboration involves a large number of interrelated factors. Different cultures' approach to time, quality, hierarchy and respect, communication, and etiquette can differ starkly. In this seminar, you will learn how you can leverage the challenging situations of cross-cultural collaboration to your benefit. We provide you with consolidated expertise to allow you to steadily develop your intercultural competence along with the required sensitivity for the other culture.



Target group

- Professionals, managers, and executives
- Business leaders and sales staff with international contact



Benefits

- Build intercultural competence with a focus on a specific country
- Develop ways to handle challenging situations in international business
- Apply your newly gained knowledge directly in hands-on exercises



Content

- Culture and cultural perceptions – a comparison of your culture and the target culture
- The most important cultural dimensions, country information, and how they impact on business
- Identifying and avoiding sources of misunderstanding in communication and behavior
- Authentic case studies

Our recommendation: Combine the seminar with the COI and learn to apply your cultural profile to your professional benefit in an intercultural context.

Available for
approx. 60
countries!

Successful Meetings with ...

Practical know-how that lets you work together more effectively. Do your international meetings sometimes end without coming to a clear conclusion? Are they sometimes even a waste of time? This impression might arise not only because of language barriers, but also due to cultural differences. In our seminar you will learn the most important country-specific rules of the game to make your meetings a success. Combined with good preparation and a clearly defined set of objectives, this will result in international meetings that are productive and make effective use of everyone's time.



Target group

- Professionals, managers, and executives
- Entrepreneurs and sales staff with international contact



Benefits

- Boost your communication and collaboration skills
- Develop approaches for handling challenging situations during international meetings
- Apply your newly gained knowledge directly in hands-on exercises



Content

- Culture and cultural perceptions – a comparison of your culture and the target culture
- The most important cultural dimensions and how they impact on business
- What you should know about the people around the table
- Making international meetings effective
- Identifying and avoiding sources of misunderstanding in meetings
- Authentic case studies

Our recommendation: Combine the seminar with the COI to better understand the cultural profile of the people you are meeting in advance.



Available for
approx. 60
countries!

Successful Negotiations with ...

Master the rules of the game. Do you like to state the goals of your negotiation directly, or do you prefer to build a relationship with your negotiating partner first? Can you already expect results in the first round of negotiations, or would you like the timeframe to be more flexible? Work with our professional instructors to answer these and many other questions in this seminar, which is country-specific and based on real-world scenarios. Going forward, you will not just win people over with your arguments, but with your outstanding intercultural skills.



Target group

- Professionals, managers, and executives
- Entrepreneurs and sales staff with international contact



Benefits

- Build negotiating skills with a focus on international negotiations
- Develop ways to handle challenging situations during international negotiations
- Apply your newly gained knowledge directly in hands-on exercises



Content

- Culture and cultural perceptions – a comparison of your culture and the target culture
- What you need to know about the person across the table
- Competently leading international negotiations
- The right negotiating technique
- Identifying and avoiding sources of misunderstanding in negotiations
- Authentic case studies

Our recommendation: Combine the seminar with the COI and learn to apply your cultural profile to your professional benefit in a negotiating context.

Available for
approx. 60
countries!

Successful Leadership in ...

Apply your intercultural skills to take charge quickly. Managing a team in another country is often a major challenge. After all, the ways of working, understanding of hierarchy, and time management can differ greatly. In our seminar you will learn how to develop an appropriate leadership style as an international manager and build trust. Find out how to bridge cultural gaps between your expectations and those of your employees so you can successfully reach your goals together.



Target group

- Managers, executives
- Project managers and experts with supervisory functions



Benefits

- Build intercultural leadership skills with a focus on a specific country
- Develop approaches for handling challenging situations in international teams
- Apply your newly gained knowledge directly in hands-on exercises



Content

- Culture and cultural perceptions – a comparison of your culture and the target culture
- The most important cultural dimensions and country information – and how they impact on business
- Self perception and external perception of leaders
- Building trust through intercultural communication
- Approaches for handling challenging situations in intercultural teams
- Authentic case studies

Our recommendation: Combine the seminar with the COI to identify your cultural profile and that of your future team for your mutual benefit.

Wherever you are. We are there for you.

Competence that spans the globe.

Berlitz stands for international experience and worldwide standards. We manage your training programs for you, even large international programs, offering everything from a single source.





Available
worldwide for
the country of
your choice!

Relocation Coaching

Prepared to live and work abroad. Have you been assigned to work in another country for an extended period of time? Then we recommend relocation coaching. Because if you plan to live and work abroad, you need to prepare properly. Our country specialists support you as you learn to deal with authorities, business partners, and new friends. We will work with you to put together a customized coaching program for a successful international placement – taking account of your previous experience abroad, the length of your planned stay, and whether your family is going with you. We can also help you with further coaching once you have arrived at your destination. Training is conducted in the language of your choice and is also available virtually.



Target group

- Individuals, couples



Benefits

- Coaching content tailored to your individual needs
- Effective exercises designed and carried out with our experienced country experts
- Useful background information to help you get off to a good start in the new culture



Content

- Making your international assignment a success – managing your expectations
- Personalized pointers and survival strategies for living and working abroad
- Country information – economics, politics, religion, and society
- Coping with culture shock
- Your future living and working environment – recognizing and overcoming intercultural hurdles

Our recommendation: Combine the seminar with the COI and learn to apply your cultural profile to your professional benefit in your future working environment.

Available
worldwide for
the country of
your choice!

International Assignments and Families

Relocation coaching for adults and kids. A new country, a new language, new friends, and a new school. Moving abroad for work can be a major challenge for the entire family. We help you make this important step the first one in an enriching and exciting family adventure. With our experienced country experts, we develop a tailored coaching program for you and your family that encompasses the needs of every member. Taking care of red tape, navigating the school system, finding daycare – our coaches help you plan for the new situation. We can also help you with further coaching once you have arrived at your destination.



Target group

- Families



Benefits

- Coaching tailored to the needs of all family members
- Family-friendly exercises with our experienced country experts
- Useful background information to help the whole family get off to a good start in the new culture



Content

- The ins and outs of going abroad with your family
- Managing expectations
- Personalized pointers and survival strategies for living and working abroad
- Country information – economics, politics, religion, and society
- Coping with culture shock
- Creating and shaping a “new normal”



Available in
German and
English!

Safety Training for Business Travelers and Expatriates

Safety first. Are you planning to send employees on international assignments, or do your employees regularly make business trips abroad? Depending on the country, the security situation on the ground, and the degree of preparation, a business assignment can quickly turn into a nightmare for the traveler, their family, and their employer. In cooperation with our new partner GEOS Germany, we now offer Safety Training for Business Travelers and Expatriates as a supplementary module to our relocation coaching and training. Thanks to the modular structure of classes, courses are the perfect complement to our other training.

GEOS Germany is the German branch of GEOS SAS, a consulting firm based in France which specializes in crisis management, corporate security, and business intelligence with a focus on Europe. GEOS consultants are security experts, crisis managers, political analysts, and communication advisors with many years of experience. Not only do they know the key facts about crisis management and security, they also take regional and country-specific conditions into account.

We offer two supplementary modules (180 minutes or a fast-track option lasting 90 minutes) to allow you to benefit from their expert knowledge and experience and make your stay abroad a sure – and secure – success.



Target group

- Employees who will be sent to conflict regions as expats
- Employees who will be sent on business trips to conflict regions



Benefits

- Learn rules and recommended behavior for everyday life in your host country
- Raise your awareness of specific risks in the region and host country
- Receive specific advice regarding the security situation in the country in question – political instability, crime, extremism, health risks, and natural disasters



Content

180-minute safety and security training module

- Presentation of the geopolitical and security situation of the country or zone of travel
- Advice and practical recommendations on preparing for relocation, alone or accompanied by family
- How to behave in an emergency or situation involving personal threat

90-minute safety and security training module

- Overview of the regional and geopolitical region
- Advice for preparing for an assignment or business trip to crisis or conflict regions
- How to behave in an emergency

The 90-minute compact module can also be conducted as a WebEx meeting.



Three questions for ...

Jens Washausen, Managing Director GEOS Germany



- 1 In your opinion, when does safety training make sense for foreign travel and relocations?**
 Safety briefings and training are always appropriate when employees travel or relocate to countries with a different safety culture or security-related problems. The safety and security issues might be completely different for employees traveling to countries ruled by dictators than in countries with a heightened danger of terrorism or a flourishing drug industry, or nations that are currently experiencing radical political upheavals.
- 2 What preparations can the employer, traveler, and expat make in advance?**
 Safety and security are always the product of different factors – my own behavior and the external circumstances and conditions that impact me, my family, my colleagues, and my work. The most important aspects of a safe journey or relocation are to be well organized, understand the conditions in your host country, and to think ahead, show respect, and obey the rules. Being well prepared for a business trip or international placement also means staying in touch with home and planning for emergencies.
- 3 How do you advise business travelers or expats to steer clear of situations that might become dangerous?**
 When you are out and about, think ahead and respect the rules. Go with the flow, keep a low profile. Be well informed and always reachable. Your most valuable possessions are your passport, your cash and credit cards, and your smartphone. So take very good care of them.

Repatriation Coaching

Welcome home. When employees and their families return home after an extended period abroad, many things are no longer as they were. The returnees have gained new experience and internalized new cultural elements and ways of working. At the same time, life and work in their home country has moved on. Many things may appear in a new light. A certain amount of dissonance is inevitable, and the return is often more difficult than anticipated – both professionally and personally. Our repatriation coaching helps you manage your expectations and your goals. Our experienced coaches work with you to explore possible challenges, examine your expectations and goals, and set up a concrete action plan for the period following your return.



Target group

- International employees and their spouses or partners returning from an assignment abroad



Benefits

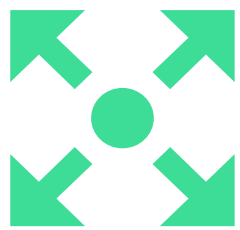
- Coaching content tailored to your individual needs
- Define clear goals by developing a concrete action plan for your return
- Manage your professional expectations using guided changes in perspective and stakeholder analysis



Content

- Analysis of the current situation – understanding the return process with all its opportunities and challenges
- Managing professional expectations – what is realistic?
- Reverse culture shock – strategies for coping in personal and professional life
- Striking the right balance – remaining true to yourself
- A new direction – how can international experience be used to my advantage?

Our recommendation: Combine the seminar with the COI to identify ways in which your cultural profile may have shifted and leverage it for a successful return to your old – yet new – culture and workplace.



Management and Leadership Skills





Skills for Success

Now more than ever, professionals and managers have to keep a finger on the pulse of time and continue developing their attitudes, competencies, and work methods. That's why management skills, leadership competencies, and soft skills are an essential ingredient of a successful career. The art of winning people over with your vision, motivating yourself and others to deliver top performance, applying talents correctly, having an eye for the big picture, and turning a vision into reality – all these are skills that can be learned.

We work with course participants to help them build a successful career based on the right attitude, personal presence, persuasive powers, and methodological strengths. Concrete and pragmatic, the knowledge imparted in our seminars can be applied on the job immediately.

Many managers have told us that Berlitz seminars gave their careers a decisive boost at just the right time. And it is not always about hard skills – interpersonal and communication skills, motivation, the ability to generate enthusiasm, or your inner attitude toward specific issues can be what ultimately tips the scale in your favor.

Our instructors are international experts and the areas they cover are always in touch with modern times. We will also be happy to tailor our seminars to your specific requirements. That's why with Berlitz, you will not find any fixed rules about how long a seminar should last. Instead, we offer you the flexibility to plan your time as you think is best. Our catalog tells you what aspects of a particular topic we consider important. In terms of duration or exact content, we are responsive to your wishes and needs as well as course participants' level of experience. As you look through the table of contents, you will notice that we have regrouped our seminars. This is aimed at providing you with a better overview of our portfolio and our wide range of programs. Find out what we have to offer!

Are you interested in a subject not offered in our catalog? Please contact us! We will be pleased to develop a tailored solution that fits your needs.

Tailored to your individual needs – What does that look like?

We were approached by a very large law firm where six assistants were going to be promoted to lead teams. Going forward, they were each going to oversee the work of three employees – giving instructions and overseeing organizational matters – without “solid-line” managerial responsibility for the team. These new team leaders had no previous management experience. And because they also still had non-managerial responsibilities, it wasn't possible to take them away from their work for longer than half a day each.

The challenge for Berlitz: in a short period of time, define the participants' leadership responsibility, shape an understanding of the role, teach the methods of dotted-line/lateral leadership and motivation, build communication skills, and boost authenticity and authority.

We successfully developed a program of Shorties for the customer, supplemented by Berlitz Online Live Seminars and coaching by phone.





Available in
German and
English!

Lead

The leadership program that leads to success. Whether you work in a traditional or agile organization, today leadership skills are more important than ever. The expectations placed on managers are constantly growing; methodology alone will not see you through. The right attitude, a clear understanding of the role, a motivating vision, charisma, and persuasive powers are essential to winning the trust of employees and meeting the desired objectives. And this is exactly what we practice in our re-designed eight-day seminar program. In addition to sharpening the instruments and methods in your leadership toolbox, we focus on effective implementation and follow-through to achieve results quickly.



Target group

- Managers and employees in leadership roles
- Executives and team leaders



Benefits

- Boost your authority through combined work on your role, attitude, personal presence, and methods
- Acquire leadership know-how that can be quickly applied in practice
- Toolbox for handling challenging situations
- Retain what you have learned with the help of individual feedback, learning tandems, and phone coaching



Overview of our modules

Module 1

Succeeding as a leader (3 days)

- What is expected of a manager
- Attitude, role, responsibilities
- Applying current leadership models
- 360-degree leadership
- Authenticity – developing your own leadership profile
- The limits of leadership

Module 2

Winning over and inspiring employees (3 days)

- Effective employee communication
- Feedback as a management instrument
- Fostering internal motivation
- Conflict management and difficult conversations
- Managers as facilitators and coaches

Module 3

Managers as developers and innovators (2 days)

- Leadership and organizational structure, e.g. agile organizations
- Initiating and managing change
- Communication in change scenarios
- Dealing with pushback

The modules are supplemented by one-on-one phone coaching (2 x one hour per participant), the formation of learning tandems, optional Berlitz Online Live Seminars to improve skills in areas such as storytelling, and extensive preparatory and follow-up materials.



Available in
German and
English!

Lead – International

Leading the way to global leadership success. Managing international teams presents a particular challenge, requiring you to adapt your leadership style to the situation and the cultural profile of the person and system you are working with. And you play a much stronger role as a mediator between your employees and different worlds, markets, cultures, and communication channels. In this position, intercultural agility is crucial to your success. At the same time, you are expected to demonstrate your leadership, persuasiveness, and methodological strengths. In this six-day seminar, we hone your understanding of your own culture as well as your ability to function across cultures. We also familiarize you with internationally recognized leadership instruments and methods.



Target group

- Managers and employees in international leadership roles
- Executives and team leaders who head up or work with international teams



Benefits

- Build awareness of your own cultural preferences to become more persuasive
- Use the Cultural Navigator® as a valuable reference for other cultures
- Acquire international leadership know-how that can be quickly applied in practice
- Toolbox for handling challenging intercultural situations
- Retain what you have learned with the help of individual feedback, learning tandems, and phone coaching



Overview of our modules

Prerequisite: Cultural Orientations Indicator® assessment to identify your own cultural profile

Module 1

International leadership (3 days)

- Culture and cultural perceptions – how culture influences perceptions and behavior
- Your own cultural preferences and possible impacts
- What is expected of an international manager
- Attitude, role, responsibilities
- Applying current global leadership models
- Managing international teams effectively

Module 2

Teamwork (3 hours)

- Berlitz Online Live Seminar: Working in Virtual Teams (2 x 90 min.)

Module 3

Communicating effectively with employees (2 days)

- Typical misunderstandings when communicating across cultures
- Appreciative communication
- Feedback as a management instrument
- Intercultural conflict management

The modules are supplemented by one-on-one phone coaching (2 x one hour per participant), the formation of learning tandems, and extensive preparatory and follow-up materials.



Available in
German and
English!

Lead – For new Leaders

The starter package for new leaders. A lot of expectations are placed on people new to a leadership role. It is important to gain a foothold quickly in your new function, approach your new responsibilities in a structured manner, and know and apply the most important management instruments. And not least, you have to learn how to manage expectations and the pressure you place on yourself. It is helpful to have a clear picture of yourself so you can be aware of the effect you have on others. With this in mind, this six-day program has been designed specifically for new leaders. We use the Cultural Orientations Indicator® to identify your preferences when it comes to your sense of self, thinking style, and interaction style. During the seminar we focus on clearly defining your role, familiarizing yourself with the most important tools for strengthening leadership and supervisory skills, and applying feedback to improve your authoritativeness.



Target group

- New managers and new team leaders
- Talents and high potentials



Benefits

- Use the COI to quickly establish a clear understanding of your role
- Gain concrete leadership skills that can be applied by new managers
- Toolbox of the most important management instruments and conflict management methods
- Build confidence through individual feedback, learning tandems, and phone coaching



Overview of our modules

Prerequisite: Cultural Orientations Indicator® assessment with individual debrief

Module 1

New to the leadership role (3 days)

- What is leadership
- What is expected of a manager
- Attitude, role, responsibilities
- Proven leadership models for practical application
- My leadership style
- Overview of the most important management instruments
- The first 100 days

Module 2

Feedback techniques (3 hours)

- How to Give and Receive Feedback (2 x 90 min.)

Module 3

Managing employees (3 days)

- Effective employee communication
- Applying management instruments
- Fostering internal motivation
- Conflict management and difficult conversations
- Leading with resilience

Optional:

Berlitz Online Live Seminar:
Working in Virtual Teams (2 x 90 min.)

The modules are supplemented by one-on-one phone coaching (2 x one hour per participant), the formation of learning tandems, and extensive preparatory and follow-up materials.

Excellence you can count on

Training adhering to the highest standards.

Our quality management system is your guarantee for effective teaching and learning methodology, tailored course content, detailed training evaluation, and, if desired, managed training services in accordance with your process standards.





New to Management

Shine in your new role. Your new responsibilities as a manager go hand in hand with a multitude of challenges. To master them, it is important to understand your role, stay focused on your goals, and know what you expect from yourself and your team – and of course, to have the most important tools for successful management at your disposal. In our intensive seminar for new managers, you will learn to develop your own leadership style and motivate yourself as well as your employees.



Target group

- New managers at all levels of the company
- Management trainees



Benefits

- Gain intensive leadership know-how for your new position
- Understand the most important tools for getting started
- Boost your professional development with individual feedback from the instructor



Content

- My new role as a manager
- What is expected of me as a manager
- Self-motivation and setting objectives
- Managing motivation as a leadership task
- Effective communication as a manager
- Giving motivating feedback



Can also be
booked as an
Online Live
Seminar

Lateral Leadership (1)

Leading without formal authority. In these times of flat hierarchies and increasing project work, it is more important than ever to be able to win people over to your goals. Influence others through your authenticity, relationships, and commitment to your role. In this seminar you will explore the expectations which are placed on you. You will learn a selection of the most powerful techniques for building trust and leading effectively. Furthermore, tips from our experts will help you persuade others, even in difficult situations.

The advanced seminar (Part 2) places an even sharper focus on how you communicate your trustworthiness, continuity, and integrity to others.



Target group

- Managers without direct supervisory authority
- Project managers, team leaders
- Experts with lateral leadership functions
- High potentials and trainees



Benefits

- Learn the most important management instruments for lateral (dotted-line) leadership
- Achieve clarity about your role by defining expectations
- Acquire pragmatic know-how which can be quickly applied on the job



Content (Part 1)

- The challenge of leading without hierarchical power
- What is expected in your role
- Influencing others – identifying and leveraging motives
- Active listening and information analysis
- Building trust – setting clear goals
- Appreciative communication

Can also be
booked as an
Online Live
Seminar

Lateral Leadership (2)

Build your success on integrity and trust. Personality is always a factor in long-term success. Trustworthiness, continuity, and integrity will all play a major role in the long term in exercising leadership without hierarchical power. Leaders must demonstrate their reliability and authority – especially when there are conflicting interests. For this reason, prior to this advanced seminar we use the Cultural Orientations Indicator® to develop your awareness of your sense of self, thinking style, and interaction style, as well as how others may perceive you.

Learn how to make deliberate use of your cultural preferences. In our seminar, you'll develop an understanding of the situations and needs of others and learn how to apply rhetorical devices and arguments to influence them.



Target group

- Managers without direct supervisory authority
- Project managers, team leaders
- Experts with lateral leadership functions
- High potentials and trainees



Benefits

- Develop a clear self-image using the Cultural Orientations Indicator®
- Acquire rhetorical tools to apply on the job
- Learn strategies for dealing with pushback and difficult situations



Content (Part 2)

- My leadership style
- My preferences and their impact
- Authenticity and consistency as important trust-building factors
- Rhetorical tools and pitfalls
- Five steps for convincing others
- Recognizing and balancing conflicting interests
- Handling pushback



Agile Management

Leadership skills for agile teams. Megatrends such as globalization and New Work are transforming economies, markets, and companies. Organizations, functions, as well as roles and responsibilities are also undergoing a change process. Managers are called on to recalibrate their mindset, methods, and leadership skills in order to give their teams more individual responsibility and decision-making power. In our seminar, you will gain insights into how the right attitude can empower you to lead your teams with an eye to the future, driven by trust and purpose. Familiarize yourself with agile tools to establish positive parameters for more responsibility and transparency in your team.



Target group

- Managers and executives at all levels
- Project managers, team leaders
- New managers



Benefits

- Gain intensive know-how for your agile leadership role
- Understand the most important agile tools
- Develop a personal mindset with an eye to the future



Content

- Agile leadership – what makes the difference
- Expected competencies and attitude
- The right mindset
- Leading employees to individual responsibility
- Agile tools and methods for your job
- Successfully lead teams using agile methods

The seminar is designed for two or three days. Our recommendation: Combine the seminar with the COI and learn to apply your cultural profile in this context for your professional benefit.

Successful Change Management

Shaping successful transformation. Markets and systems are in a state of increasingly rapid transition. The resulting changes in corporate strategies, organizational structures, and management processes make change management a key success factor – not only for companies but also for managers. Given the shortage of skilled professionals and the “war for talent”, it is no longer enough to hit targets and bask in the glory of efficient management processes. It is much more important to have the right communication strategy in place to guide employees through the change process and overcome any reluctance or resistance. Our seminar provides you with an overview of the most important factors and the corresponding tools for your change process.



Target group

- Top executives, managers at all levels
- Project managers, team and group leaders, stakeholders in change processes



Benefits

- Points to consider – the most important factors and stakeholders
- Receive a personal methodology toolbox for your change process
- Effective strategies for handling pushback



Content

- Shaping change – the most important factors and stakeholders in change processes
- The eight steps of successful change
- Clear visions – transparent objectives
- Communication strategies for change scenarios
- Overcoming pushback
- Transfer – concrete pointers for your change processes

For this seminar, we recommend two days of instruction plus one day for transfer.



Ideal for
combining with
the Cultural
Navigator®

Building, Developing, and Managing Teams

Write your team's success story. In a successful team, the performance of the group far exceeds the potential of its individual members. The challenge facing the team leader is how to integrate the differing personalities and competencies, and how to leverage these factors to optimal effect. In this seminar you will learn how to get the best out of your team through the right internal attitude and a clear understanding of your role as a team leader. You will also look at how to apply effective tools of team analysis, team building, and much more. Work with your team to develop a motivating team culture and well-functioning communication – even when there is conflict.



Target group

- Managers, management trainees
- Project managers, team leaders



Benefits

- Sharpen your understanding of your role as a team leader
- Know how to make optimal use of the different personalities and skills in your team
- Discover how team motivation works, even when things get turbulent



Content

- Team leaders – expectations, roles, and responsibilities
- Team processes – the five phases of working together
- Team structure – roles and personalities within the team
- Team culture – group dynamics and rules of the game
- When team spirit is missing – dealing with problems and pushback

Managing Virtual Teams

Effective leadership at a distance. The way we work is becoming more global and more flexible, which not only has a significant impact on individuals, but on team structures as well. Virtual teams are increasingly replacing direct daily contact in the office, resulting in new communication, organization, and management challenges. In this seminar you will learn the most important criteria for successfully managing a virtual team. You will find out how to position yourself as a leader in decentralized teams and overcome barriers of space, time, and sometimes even language, as well as how to use effective virtual communication to avoid communication pitfalls. We will share practical tools for leading and motivating employees despite the physical distance, and give you pointers for feedback and quality control that go beyond the typical face-to-face situation.



Target group

- Managers, management trainees
- Project managers, team leaders



Benefits

- Acquire practical management skills tailored to your team situation
- Communicate more efficiently in a virtual environment
- Take a results-oriented approach to virtual team development



Content

- Characteristics, opportunities, and risks of virtual teams
- Rules of virtual communication
- Team development in a virtual environment
- Adapting organizational structures and optimizing processes
- Virtual strategies for motivation, supervision, performance evaluation, and getting results

We recommend a two- to three-day seminar. Combine the seminar with the COI and learn to apply your cultural profile for your professional benefit in the context of virtual employee management – including intercultural management skills if required.



Diversity Management

Diversity as the key to success. The question of diversity management primarily comes up in the context of recruiting and retaining employees. When it comes to being perceived as an attractive employer, collaborative and socially responsible companies have an edge. But how do we manage diversity in teams, companies, and organizations? And what is the meaning of terms like diversity, unconscious bias, equal opportunities and inclusion? Our seminar not only offers you an up-to-date view of what diversity management encompasses, but also teaches you to value and effectively leverage diversity, whether in fostering the potential of individuals, helping improve team culture, or giving a lasting boost to productivity and contributing to the success of the company.



Target group

- Team leaders, project managers
- Managers
- Human resources staff



Benefits

- Develop lasting awareness of diversity issues
- Know how to foster an appreciative and innovative team culture
- Use diversity to boost success



Content

- The six dimensions of diversity management
- How unconscious biases, stereotypes, and prejudices are formed
- Developing attitudes and strategies
- Diversity in teams – utilizing all strengths, fostering innovation
- Practical methods, tools, and instruments for diversity management



Can also be
booked as an
Online Live
Seminar

How to Give and Receive Feedback (1)

Deliver your message effectively – and respectfully. Whether in meetings, following presentations, or during annual performance reviews, the art of giving feedback is one of the most important skills that managers need today. Learn to give feedback constructively and respectfully, defuse defensiveness through matter-of-fact communication, encourage self-reflection, and, if necessary, assist in the employee's professional development by drawing attention to discrepancies between self-perception and external perception. Effective techniques for professionally sharing feedback help you achieve your objectives quickly. Authentic role-playing and exercises let you try out your new skills – while at the same time practicing receiving feedback constructively.

In the advanced seminar (Part 2), you can expand your outlook to include feedback in international settings. You will analyze your own interaction and communication style in an intercultural context and learn to see things from your counterpart's point of view.



Target group

- Managers
- Project managers, team leaders, dotted-line/lateral leaders
- Employees (when introducing feedback as part of team culture)



Benefits

- Learn effective feedback tools that let you lead the discussion with confidence
- Develop a new perspective of your communication partner
- Practical exercises based on your needs



Content (Part 1)

- Five approaches to respectful communication
- Analyzing your effect on others
- The Johari window – self-perception and how others perceive you
- The feedback sandwich and other feedback techniques

How to Give and Receive Feedback (2)

Use feedback to bolster the success of international collaboration. In addition to interpersonal finesse and diplomatic skills, communicating appreciatively in an international context requires a high degree of intercultural competence to find the right words and deploy them appropriately. So this advanced course focuses on giving and receiving feedback in an intercultural context. You can explore your personal interaction and communication style within an intercultural context. You'll look at things from different perspectives, allowing you to not only sharpen your own perceptiveness, but also develop valuable tools for handling feedback in international situations. In this feedback seminar, you'll build your professional competence through realistic role-plays, case studies from your own job, and expert evaluation of your personal feedback style.



Target group

- Managers
- Project managers, team leaders, lateral leaders
- Employees (when introducing feedback as part of team culture)



Benefits

- Become a feedback expert – even in intercultural contexts
- Expand your personal intercultural communication skills
- Practice giving and receiving feedback with confidence



Content (Part 2)

- Challenges of giving feedback in an intercultural context
- Feedback style and feedback space
- Style switching – communicating your message effectively
- It's all about the context – feedback using the B.R.I.D.G.E. method



Effective Delegation

Build trust by entrusting responsibility. Do you have a clear picture of your employees' skills and abilities? Do you occasionally perform tasks that your employees could do themselves – sometimes even better than you? Would you like to get better at organizing your own work and managing your priorities? Then learn to use delegation as an effective and motivating management tool. Signal your trust in your employees. In our seminar, you will learn the advantages – and the limits – of delegation. Drawing on case studies and simulations, you will practice providing appropriate guidance, communicating transparently, and boosting motivation. And you will discover how cleverly applied constructive feedback can be an outstanding mechanism for quality control.



Target group

- Managers, management trainees
- Project managers, team leaders
- Lateral leaders (with dotted-line responsibility)



Benefits

- Focus on what is important without losing control
- Make optimal use of your employees' individual competencies
- Boost employee motivation



Content

- Delegation and motivation
- Delegation as part of situational leadership
- Delegation toolbox
- Delegation in practice

Business Cases Workshop

Thinking through investments. In a business, strategic investment decisions are often a daily occurrence. And business cases are an indispensable part of investment decision-making – evaluating profitability and comparing potential alternatives by looking at factors such as costs, benefits, length of implementation, risks, and obstacles. In this seminar, you will learn the basics of producing a business case and then apply them to real-world examples. Interactive simulations will give you an opportunity to immediately implement what you have learned.



Target group

- Professionals, managers
- Entrepreneurs, executives



Benefits

- Know how to professionally plan and structure business cases
- Combine the most important basics with examples from your job
- Lay the foundation for business decisions that will advance your innovative ideas



Content

- Six-phase model
- Structuring and writing business cases
- Realistic and interactive simulations
- Your business case – case study and presentation



Can also be
booked as an
Online Live
Seminar

Professional Stakeholder Management

Winning over the most important players. In corporate and project management, stakeholder management is an essential tool for reaching defined objectives. In our seminar, you will learn to identify and classify key stakeholders. We will also show you how to build effective, authentic, and constructive relationships. A good communications strategy is just as important as an effective method for managing expectations in accordance with the needs of the stakeholder in question. All with the aim of achieving your shared goals – so everybody wins.



Target group

- Managers, management trainees
- Project managers, team leaders
- Experts



Benefits

- Identify the needs and wishes of your stakeholders
- Discover all the important strategies and instruments for your personal methodology toolbox
- Become an effective and convincing stakeholder specialist



Content

- Stakeholder analysis – identifying the most important stakeholders
- Stakeholder management plan – an essential tool in getting things done
- Goal-oriented communication
- Transforming observers into participants
- The best strategies for productively managing stakeholder relationships

Project Management Toolbox

Relevant terminology, methods, and tools for successful projects. Discover the A to Z of project management in our three-day seminar – from resource planning to stakeholder analysis, from project organization to project control. With the help of practical methods and classic project management techniques, you will learn how to plan your project strategically from day one, organize it professionally, foster your team in an atmosphere of mutual respect, and precisely monitor and actively steer each project phase. This means you will never lose sight of deadlines, budgets, and quality, from beginning to end. During this seminar, you can apply what you have learned directly in authentic case studies – including examples from your own workplace if desired.



Target group

- Project managers and staff
- Project groups
- Professionals and managers with project responsibilities



Benefits

- Learn the most important project management instruments for quick application
- Effectively combine hard and soft skills
- Apply authentic examples and case studies to your projects



Content

- Project phases, strategies, and planning
- Leading project teams
- Managing projects efficiently
- Meeting deadlines and cost, resource, and quality requirements
- Professional risk and crisis management
- Wrapping up projects successfully



Agile Project Management

Be the master of your dynamic environment. In these times of rapidly changing workplaces, increasing diversity in teams, and global collaboration, more and more companies are turning to agile management – especially agile project management. After all, compared to classic methodologies, agile project management not only offers more flexibility, but also better quality at lower costs as well as earlier troubleshooting thanks to shorter implementation phases. In this seminar, we show you the fundamentals and methods of agile project management. You will learn how to organize work in cross-functional teams and particularly useful tools for planning agile projects.



Target group

- Managers at all levels
- Project managers, subproject managers, project staff



Benefits

- Get started with agile project management
- Optimize your agile project team
- Effective tools for moving into project management



Content

- Differences between classic and agile project management
- The fundamentals of agile project management
- Scrum, Kanban, and other tools
- The cross-functional team for agile projects
- Your agile project management toolbox

Managing Successful International Projects

Apply intercultural know-how to reach project objectives. Working across national borders makes your projects riskier and adds uncertainty during planning – two factors to keep in mind during the preparation phase. As a project manager, your success in an international environment depends on your global competence and your sensitivity in intercultural interactions. Our seminar focuses on these two skill areas. Our Cultural Navigator® is a platform that helps you prepare to work with project partners from more than 100 countries. First you analyze your own cultural predispositions and compare them to those of other cultures. In the seminar, you hone your awareness for your international counterparts and aspects of their cultures which are relevant for the project.



Target group

- Managers at all levels
- Project managers, subproject managers, and project staff in an international environment
- Specialists



Benefits

- Gain practical know-how that you can apply quickly to your next project
- Acquire intercultural knowledge on more than 100 countries
- Profit from Berlitz's experience



Content

- What makes international projects different?
- Collaboration in a global setting
- Effective project communication
- Identifying and steering clear of potential conflicts
- Dealing with leadership and hierarchy
- Realistic schedules and risk management strategies

We recommend holding the seminar as a two-day course. If participants have limited experience working in virtual teams, we recommend supplementing the seminar with the Berlitz Online Live Seminar "Working in Virtual Teams."



PMI® Certification Preparation

Intensive preparation for your exam. Internationally recognized credentials are a must for project managers because they document your expertise on the basis of global standards – both for your company and for your external professional contacts. Enjoy the benefits of certification by the world’s best-known and largest project management association, the Project Management Institute (PMI®). In our hands-on, intensive exam preparation course, our experienced, PMI®-certified instructors teach you what you need to know to gain the following certifications: **Project Management Professional (PMP®)** and **Certified Associate in Project Management (CAPM®)**.

Certified Associate in Project Management (CAPM®) exam preparation course

This course is aimed at helping less experienced project managers and project team members to satisfy the requirements for becoming a Certified Associate in Project Management® (CAPM®), a certification developed by PMI®. Intensive independent preparation for the examination is also recommended.

Project Management Professional (PMP®) exam preparation course

Project managers with extensive project management experience can prepare for the examination to become certified Project Management Professionals (PMP®), one of the world’s most widely recognized standards. Intensive independent preparation for the examination is also recommended.



Target group

- Project managers and employees who wish to prepare intensively for the Certified Associate in Project Management® exam
- Project managers who wish to prepare intensively for the Project Management Professional (PMP®) exam



Benefits

- Optimal preparation for certification and the next rung of the career ladder
- Professionalize your project management skills
- Get effective pointers for the certification process



Content

- Introduction to the PMI®
- The principles of the PMBOK® guide (A Guide to the Project Management Body of Knowledge)
- The project management areas of expertise
- Professional responsibility and ethics in project management
- About certification – process, learning pointers, and special tips



Speaking Effectively

Speak with authority, make a good impression. There are a number of key elements to speaking effectively. Delivering a polished performance that wins over your listeners and gives them food for thought is just as important as clearly structuring your remarks, confidently using stylistic devices, and presenting your arguments concisely and convincingly. It is also important to develop an authentic speaking style that reflects your strengths and communication skills. In our seminar, you will learn the basics of public speaking, the fine art of effective communication. You will learn how to capture your audience's attention with your words and gestures and how to deal with interruptions. Have people hanging on your every word!



Target group

- Professionals, managers
- Employees in communication-based professions



Benefits

- Develop your personal public presentation style
- Use targeted techniques to boost your charisma and win over the audience
- Skillfully apply the power of words



Content

- What for who? Target group analysis and structuring your presentation
- Off-the-cuff speaking – the art of improvising
- Impression management – how others see you
- Your key competencies – personality, enthusiasm, spontaneity, and humor
- Being persuasive in discussions – withstanding attacks

Our recommendation: Book the seminar as a two-day course and polish your newly acquired skills through video analysis and professional feedback.

Can also be
booked as an
Online Live
Seminar

Storytelling for Business Impact

Use stories to connect with people. Stories touch people emotionally, kick off creative processes, and ensure that people do not forget underlying messages. They help place previously unknown situations in a context people can relate to. Stories bring facts, figures, and information to life. In this seminar you will learn and explore ways to leverage the benefits of storytelling for your business, visions, products, and corporate goals. Use powerful storytelling to make your mark.



Target group

- Executives
- Professionals, managers
- Employees in communication-based professions



Benefits

- Learn to apply the power of storytelling to reach your goals
- Explore the secrets of storytelling with experienced experts
- Never be at a loss for words – always have the right story or analogy



Content

- The power of storytelling on the job
- The basic structure of storytelling
- Toolkits: dos and don'ts
- Using storytelling to achieve corporate goals



Can also be
booked as an
Online Live
Seminar

Efficient Communication

Your communication toolbox. Ineffective communication and “getting your wires crossed” can hamper project success, lead to lost sales opportunities, and short-circuit cooperation in teams. Our communication seminar will teach you simple techniques to avoid just such situations. We will focus on how language is used to establish an efficient connection based on mutual respect, whether holding a face-to-face discussion or exchanging emails or other written communications. You will receive simple yet effective communication tools that bring you positive results.



Target group

- Businesspeople
- Professionals managers
- Employees



Benefits

- Acquire a toolbox of methods for communicating clearly
- Optimize your language using simple techniques
- Practical and direct applications



Content

- Writing messages more clearly
- Getting to the point and formulating things clearly and interestingly
- Using figures of speech for greater effect
- Making emails and phone calls more efficient

Appreciative Communication

Positive discussions are more productive. The secret recipe for good performance, effective collaboration, and successful customer relations is simple: mutual respect and appreciation. This type of communication requires us to show empathy and sensitivity. In this seminar, you will discover the advantages and strengths of an appreciative communication style. We will help you work on your underlying attitude and give you a toolbox of appreciative behaviors which can even be applied to stressful situations and conflicts.



Target group

- Professionals, managers
- Employees at all levels



Benefits

- Recognize and use appreciative communication techniques to boost your success
- Turn language into an effective tool
- Show appreciation even in conflict situations and under stress



Content

- Communication on the job
- The secret to successful appreciative communication
- It is all about the attitude
- On an equal footing – the basics of transactional analysis
- Appreciative communication in stressful situations



Succeed as a Team

Strength in numbers. Good communication and cooperation are the cornerstones of teamwork. They allow the team to leverage the different strengths and personalities of every person. And when applied well, they boost the performance of the team far beyond the potential of its individual members. In our seminar, you will learn to use group dynamics in new and positive ways. Discover the true potential of your team.



Target group

- Employees at all levels



Benefits

- Explore the factors for successfully cooperating and communicating in teams
- Apply the power of group dynamics to develop as a team
- Identify individual strengths and use the potential of your team



Content

- The fundamentals of teamwork – what makes a team successful?
- The phases of teamwork
- Roles within a team
- Using group dynamics positively
- Feedback as a tool for fostering team spirit

Can also be booked as an Online Live Seminar

Collaboration – Working Effectively in Agile Teams

Take agile tools a step further. Companies are introducing Scrum and working with Kanban boards, Trello, and other agile tools. Agile work methods are currently seen as the organizational form of the future. And communication and interaction play a central role in agile teams. Agile principles such as selforganizing teams, customer integration, and frequent releases can also present new challenges in the way teams work together. Tensions, misunderstandings, and a creeping weakening of agile principles are typical consequences that often cause the success of the project – and the mood in the team – to falter.

In this seminar, which itself follows agile principles, you will discover the factors that make agile teams successful. The content is tailored to your needs and adapted flexibly to the group during the seminar.



Target group

- Managers, project managers, subproject managers, project staff
- Employees at all levels



Benefits

- Strengthen your agile soft skills for successful teamwork
- Actively shape the seminar to your needs
- Learn how to integrate agile principles in your mindset and actions so you can succeed in applying the full potential of agile development methods to the benefit of your team



Possible Content

- Everything but chaos and anarchy – how agile teams organize themselves
- Understanding and developing agile mindsets in a team
- Communication/interaction in agile teams
- Defining clear roles when responsibility is shared
- Agile team development
- Decision-making strategies for agile teams
- Meeting forms and practical tools
- Success stories of agile work
- “Familiar” world vs. VUCA world live: Ubongo flow game
- Everyday conflicts in agile teams

Our recommendation: Book a follow-up Online Live Seminar a few weeks after the face-to-face seminar – this will provide you with effective support as you apply what you have learned on the job, helping you meet the targets of your implementation plans.



Self- and Time-Management (1)

Be your best (organized) self. Today, time is one of the rarest, but most essential, resources for professional success. So it is all the more important to use your own time effectively. In our seminar, you will learn how to analyze and structure your work methods and routines and apply time management tools to improve them. Our course participants are often amazed at how easy it can be to adjust their priorities and become more focused as a result. Liberate your work from distractions and time-wasters – become the master of your own time.

In the advanced seminar (Part 2), you will use specific examples to explore the effects that multitasking, constant procrastination, and stress can have on the body and mindset. Use our toolbox to effectively counteract these negative impacts.



Target group

- Professionals
- Managers, project managers



Benefits

- Take control of your time again
- Discover the best time management methods to get yourself organized
- Directly transfer and rapidly implement what you have learned in your daily work routine



Content (Part 1)

- Analysis of your personal working style
- Your work routines in detail
- Managing priorities efficiently
- The most effective time management tools
- Establishing and sticking to interruption-free times
- Avoiding time sinks, time drains, and time-wasters

Book the seminar as a two-day course for more opportunities for practical exercises and trying out the time management techniques.

Self- and Time-Management (2)

Make optimal use of your time resources. When you don't have enough time, stress seems to be the inevitable result. The growing pile of unfinished work takes its usual toll. In our advanced seminar, we'll take a close look at the impacts of lack of focus, unfinished tasks, and stress. You'll boost your personal productivity by further optimizing your repertoire of organizational and time management techniques. You'll also expand your personal strategies for fighting distraction and improving your follow-through. Our stress-reduction techniques will help you be more mindful of your time – and of your self.



Target group

- Professionals, managers
- Executives, project managers



Benefits

- Never put things off again!
- Develop efficient and practical time management tools
- Reduce stress effectively



Content (Part 2)

- Focusing vs. multi-tasking
- Save time by setting time limits – the time box
- Efficient strategies against distractions
- Saying good-bye to procrastination
- Mindfulness-based stress reduction (MBSR) method



Efficient Problem-Solving and Decision-Making (1)

Your toolbox for making smart decisions. As autonomy grows in the workplace, the process of making clear and quick decisions in difficult situations increasingly presents teams, professionals, and managers with new challenges. What is needed are highly developed analytical skills, the ability to reduce complexity, and systematic processes – resulting in a decision that offers an effective solution as well as transparency for others. While this might seem like an art, mostly it comes down to methodology and practice. With the techniques you learn in Part 1 of the seminar, you can apply strategic analysis to cut through the complexity of problems. The seminar also teaches methods for making efficient, effective, and transparent decisions.

Part 2 of the seminar focuses on group-based decision-making processes within organizations and teams. In addition to the most important decision-making styles, you will learn criteria and tools for successful and efficient group decision-making processes.



Target group

- Professionals and managers at all levels
- Project managers, project staff, project teams



Benefits

- Receive a toolbox for strategic problem analysis
- Learn to make decisions – effectively, efficiently, and transparently
- Boost your ability to cut through the complexity of problems



Content (Part 1)

- From problem analysis to decision-making
- Exploring what is possible
- Important decision-making tools for practical application
- The advantages of process-oriented methods
- Decide yourself or delegate?

Efficient Problem-Solving and Decision-Making (2)

Agile decision-making within a group. Our advanced seminar focuses on the group as a problem-solver and decision-maker. After all, in this era of agile leadership and flat hierarchies, in many organizations and teams the processes are in the hands of the group, up to and including the final decision-making process. With this in mind, this seminar focuses on the effective organization and solution-oriented planning of group-based decision-making processes. It highlights the most efficient methods and techniques for effectively steering the collective intelligence of the group. This will allow you to transform group problem-solving and decision-making processes, making them faster and more effective. Harness the collective power of your group.



Target group

- Professionals and managers at all levels
- Project managers, project staff, project teams



Benefits

- Learn to methodically steer group decision-making processes
- Apply collective intelligence to solve problems
- Discover the most important models and methods for your job



Content (Part 2)

- Decision-making as a group – how it works
- Avoiding typical “we” traps
- The four decision-making styles
- Arriving at a decision together – applied decision-making techniques



Can also be
booked as an
Online Live
Seminar

Creativity Techniques

Innovative ideas, new visions. Creativity is a key resource for companies and individuals alike. However, routines and the urgency of daily business frequently prevent us from approaching tasks in new ways. In our seminar, you can give free rein to your creative potential. Escape from your innovation rut and use the change in perspective to awaken the creativity slumbering within. The potential is there – you just have to use it.



Target group

- Employees at all levels



Benefits

- Break established patterns and see things from a different perspective
- Awaken your creative spirit and gain a fresh point of view
- Develop effective strategies for selecting suitable ideas



Content

- Every person is creative
- The source of creativity and how to foster it
- The creative problem-solving process
- Spark your powers of innovation
- Creativity techniques and analytical and intuitive methods

Visualization Techniques

Paint an inspiring and impressive picture. Do not think you can draw? We will show you otherwise! Use the power of images to win people over. In our seminar, you will practice using visual communication in meetings and presentations. We will show you how to summarize complex issues with just a few strokes of the pen as an easy way to convince people of your ideas.



Target group

- Employees at all levels
- Project managers, project staff
- Trainers, coaches



Benefits

- Learn how to present complex ideas through simple sketches
- Master new presentation techniques to use on the job
- Use visual communication to win people over



Content

- The power of images
- Using sketches to better express yourself
- The key to effective visual communication
- Integrating drawings into meetings and presentations
- Making successful use of sketches in your job



Professional Presentations (1)

A presentation to remember. What are your aims in giving a professional presentation? Substantive content, an entertaining performance, effectively used media, and an engaged audience who is encouraged to think and takes away a positive impression. In our seminar, you will receive an introduction to the most effective presentation techniques and put them to practice immediately. We will also give you the best pointers for overcoming stage fright and what to do if you blank out.

The advanced seminar (Part 2) places an even sharper focus on how you convey confidence and professionalism to your audience. We make use of video analysis and professionally guided feedback.



Target group

- Professionals and managers
- Employees in communication-based professions
- Sales and marketing managers and staff



Benefits

- Discover everything you need to present with confidence
- Choose the right presentation and performance for each target group
- Learn to have fun giving presentations
- Win the battle against stage fright and blanking out



Content (Part 1)

- Defining your parameters: time, audience, purpose, and goals
- Structuring your presentation effectively
- Choosing the right medium to make your presentation more effective
- The four keys to being understood
- The most important pointers against stage fright and blanking out

Book the seminar as a two-day course for more opportunities to go through practical exercises and expand your presentation repertoire.

Professional Presentations (2)

Make a strong impression. In this hands-on advanced seminar, the spotlight is on you. Practice using your voice, words, and body language. Develop your improvisation skills. You'll hold presentations and receive constructive and appreciative feedback. We'll take an in-depth look at your inner attitude and feedback methods for assessing self- and external perception, and explore the optimal presentation techniques to help you make a strong impression on your audience. In addition, you'll receive effective pointers for handling disturbances and challenging situations professionally during your performance. Become a true presentation professional.



Target group

- Professionals and managers
- Employees in communication-based professions
- Sales and marketing managers and staff



Benefits

- Optimize how you use your voice, words, and body language
- Handle disruptions with confidence
- Benefit from professional and constructive feedback on your presentation skills



Content (Part 2)

- Important metaphors and stylistic devices
- Just the tip of the iceberg – the relevance of confident body language
- Your voice – your best instrument
- Improvisation and extemporization – speaking off the cuff
- The right attitude for success
- Video analysis with constructive feedback

Book the seminar as a two-day course so you'll have more time for practical exercises and further expanding your presentation repertoire.



Can also be
booked as an
Online Live
Seminar

Facilitating Interactive Meetings (1)

Put an end to frustration and time drains. A good rule of thumb is that an efficient meeting requires preparation, implementation, and follow-up. But many meetings still end without achieving results. We show you how as a meeting facilitator, you can lead the group to success. In the first seminar (Part 1), we explore the organizational and methodological skills that are needed, the tools you can use to boost employee motivation, and what role communication and group dynamics play in successful meetings.

The advanced seminar (Part 2) focuses on how to ensure cooperation and manage conflicts as a facilitator. Demonstrate a solution-based approach to challenges, both before and during the meeting. Using realistic case studies, you will sharpen your senses so you can perceive problems and rule-breaking at an early stage and apply effective strategies for heading them off.



Target group

- Project managers, consultants
- Executives, managers, professionals



Benefits

- Learn the most important tools for efficient meeting facilitation
- Get participants active and involved
- Effective visual communication of results



Content (Part 1)

- Discover your role as a facilitator
- Effective workshop tools for successful facilitation
- The importance of ground-rules for meetings
- Leading discussions that arrive at results
- Visual communications – conquering the blank space

Facilitating Interactive Meetings (2)

Stay in control even when the going gets tough. We can rarely plan every detail of a meeting in advance and anticipate how well participants will harmonize and cooperate when it comes to specific topics. So this advanced seminar teaches you how to stay in control even in challenging meeting situations. Being able to recognize the early signs of disputes and rule-breaking gives you a decisive edge in responding appropriately. Anticipate disruptions, challenging questions, and discussion inputs and incorporate them in your meeting planning. In our seminar, you'll have the opportunity to test the effectiveness of your conflict-resolution strategies. Using relevant case studies, you'll try out and refine ways to control the situation using words and body language.



Target group

- Project managers, consultants
- Executives, managers, professionals



Benefits

- Gain more confidence in your role as a meeting facilitator
- Develop action strategies for challenging situations in meetings
- Apply your know-how to improve your powers of persuasion



Content (Part 2)

- Effective facilitation
- Identifying disruptions and rule-breaking at an early stage
- Reacting appropriately
- Handling conflicts in meetings
- Relevant, real-world case studies



Can also be
booked as an
Online Live
Seminar

Conflict Management (1)

Everybody wins. There is a lot of potential for conflict in every company. This can become a problem for everyone – not just the parties involved. The key to effective conflict management is to resolve the conflict as quickly and constructively as possible. Analyzing the source and symptoms of the problem and diagnosing the conflict is just as important as assessing the conflict behavior of those involved. Being able to analyze your own behavior and that of others in conflict situations is essential to finding an acceptable resolution that will put a lasting end to the problem. In our fundamentals seminar, you will assess your own conflict behavior and learn effective approaches to resolving conflict. You will use case studies to immediately put what you have learned into practice.

In our advanced seminar (Part 2), you will explore strategies for de-escalation and intervention in serious conflict situations and practice them using authentic case studies.



Target group

- Professionals, managers at all levels



Benefits

- Learn the principles of solution-oriented conflict management
- Master methods for assessing yourself and others in conflict situations
- Show appreciation in your communication instead of playing the blame game



Content (Part 1)

- Self-assessment – my behavior in conflict situations
- Types, causes, and manifestations of conflict
- Focusing on solutions rather than problems
- Appreciative communication in conflict situations
- Tools for preventing and resolving conflicts

Can also be
booked as an
Online Live
Seminar

Conflict Management (2)

De-escalate to break deadlocks. The greater the conflict, the harder it is to focus on solutions. With this in mind, our advanced seminar focuses on strategies for intervening and de-escalating in challenging or deadlocked workplace conflicts. Working in a highly confidential environment, you'll develop targeted solutions for your personal case studies. You can take advantage of the coaching provided by the instructor and the group, and apply their professional guidance to find constructive solutions for a variety of conflict situations.



Target group

- Professionals, managers at all levels



Benefits

- Learn how to assess the complexity of conflicts
- Add effective strategies and intervention techniques to your conflict-management toolbox
- Discover how to efficiently analyze complex conflicts, focus on solutions, and achieve lasting resolution



Content (Part 2)

- Your underlying attitude toward resolving conflict
- Valuable tools, e.g. the NO-BIAS conflict resolution system
- The best strategies for de-escalation and intervention
- Conflict resolution in practice – a simulation



Can also be
booked as an
Online Live
Seminar

Dealing with Change

Look at change through a lens of opportunity. Strategic change processes in companies often mean significant professional and emotional challenges for their employees. Structures are dismantled, tasks and responsibilities are reassigned. Frequently employees long for more transparent communications and feel like they are passive pawns in a larger game. The situation becomes easier when you know your own role and strengths and are aware of the potential, often emotional, highs and lows that a change process can bring. In our seminar, you will learn to develop strategies for handling changes as they are implemented. Exploring the most common causes of change within companies helps you better understand your personal situation. You will analyze your own patterns of behavior and look at your role within and your attitude toward change processes. Develop the courage to change.



Target group

- Employees at all levels



Benefits

- Strengthen your role in the change process
- Handle emotional moments in the change process professionally
- Look at change processes from different perspectives



Content

- What is a change process?
- My experiences with change
- The change curve and its impacts
- My role in and attitude toward the process
- Reasons behind change processes within a company
- Factors critical to the success or failure of change processes

We recommend holding the seminar as a two-day course.



Assertiveness Training (1)

Developing a more forceful personality. Do you have a goal you have not been able to reach in the face of too much resistance? Would you like to finally say what you think, but lack the necessary self-confidence? What you need now is more assertiveness. With the right tools you can argue your case and pursue your goals without treading on people's toes. In our seminar, we will help you win the battle against shyness and diffidence by introducing you to communication techniques that let you assert yourself verbally and non-verbally. You will learn to free your professional communications of both positive and negative emotions, how to say no, and how to formulate requests and demands.

In our advanced seminar (Part 2), you will learn the keys to professional behavior in typical business settings. You will work on communicating more assertively in specific situations, such as defending your position in a meeting. One part of the seminar is devoted to handling situations in which others do not "play fair."



Target group

- High potentials, management trainees
- Customer service and sales staff
- Employees at all levels



Benefits

- Make communication your tool as you assert yourself
- Learn to say no and mean it
- Pursue and achieve your goals



Content (Part 1)

- Setting SMART goals
- "I am okay, you are okay" – the basics of transactional analysis
- The main features of assertive behavior
- Saying no and standing your ground
- Formulating requests, wishes, and demands

Assertiveness Training (2)

Stand up for yourself in challenging situations. Experience shows that your newly won assertiveness is repeatedly put to the test in the workplace. Stay true to yourself and apply the methods you have learned. Our advanced seminar will equip you with the necessary background information to correctly assess typical business conduct. You'll learn to position yourself better in meetings while using words and body language more effectively. Recognize when others aren't "playing fair" and learn to defend yourself with confidence. Professionally guided, personalized feedback will help you further boost your assertiveness and self-confidence and support you in your new role.



Target group

- High potentials, management trainees
- Customer service and sales staff
- Employees at all levels



Benefits

- Develop resiliency in difficult conversational situations
- Build courage and self-confidence for new goals
- Practice applying what you've learned in case studies and simulations



Content (Part 2)

- My objective – what do I really want to achieve?
- Asserting yourself in a variety of situations
- How to react when others don't "play fair"
- Assertiveness at work – case studies and simulations



Self-Coaching

Coach yourself to success. Coaching can be the key to development and achieving your personal goals – both at work and in your private life, with professional assistance or guiding yourself. Be your own coach by applying professional coaching tools to recognize and articulate problems you are facing. In our seminar, you will focus on your own personality. You will learn to consciously interpret your behavior, ask yourself the right questions, and use the right tools and techniques to fully exploit your potential.



Target group

- Managers, project managers, consultants
- Employees at all levels



Benefits

- Learn to ask yourself the right questions
- Apply the most effective coaching tools for more success and energy
- Make full use of your potential



Content

- Motivating yourself to overcome internal obstacles
- Using SMART to achieve your goals – techniques for boosting your odds of success
- Your personal change dynamic
- Dealing with mental blocks and temptations – being your best self
- Redeploying your inner resources

Success in Sales

Recognize and meet the needs of your customers. If you know your customers – or at least have a defined strategy in place for pinpointing and optimally meeting their needs – you have a clear advantage. Because how quickly can misunderstandings occur, leading to a lost sale?

In this two-day sales seminar, you will learn to better identify your customers' buying motives, creatively improve your customer service, and communicate convincingly in sales pitches. We will equip you with the tools you need for successful sales and customer service, from small talk to conversations about products and services, handling objections raised in the sales process, and closing techniques. By working to improve your presentation techniques, you will practice your customer presentations while also sharpening your role and effectiveness as a salesperson. And we will familiarize you with tools for dealing with complaints so you can sell with success. You will also practice what you have learned in realistic sales simulations, including video analysis and structured feedback.



Target group

- Sales associates
- Employees working in sales
- Freelancers who wish to improve their sales techniques



Benefits

- Optimize your sales communication
- Understand how to effectively steer a sales pitch
- Learn tricks and tools for practical application



Content

- Identifying customer needs and motives
- Speaking the customer's language
- Scripting your sales pitch
- Presentation tools in sales pitches
- Creative customer service tools
- The basics of complaint management
- Sales simulation with video analysis and feedback



Self-Motivation for Sales

Think positively, act positively, achieve positive results. Do you remember how motivated you felt the last time you closed a really big sale? We help you rediscover your self-confidence as a salesperson, reinforce your positive attitude, and set realistic, challenging, and motivating goals to drive your sales success. Because it has been shown that vision and attitude play a greater role in achieving high sales figures than specialist knowledge. In our seminar, you will awaken your natural ambition – leading to satisfied customers and motivating sales results.



Target group

- Sales associates and freelancers
- Anyone who wishes to improve their sales techniques



Benefits

- Learn how changing your inner attitude can be the key to success in sales
- Rediscover your enjoyment of sales and motivate yourself to aim high
- Leverage your self-motivation for sales success



Content

- The importance of appealing goals for self-motivation in sales
- Positive inner dialog
- Attitude and self-image
- Possibilities for personal change and dealing with mental blocks
- How business partners perceive you – practice exercises with instructor feedback



Effective Customer Service

Eloquent, professional, and focused on the customer. Customer service employees field requests, handle complaints, provide information, help keep customers happy, and much, much more. To do this multi-faceted job well, you not only have to demonstrate politeness and flexibility, but also need detailed knowledge of the company's products and services, a clear understanding of how to behave toward the customer, and outstanding communication skills. In the first module of this two-part seminar, we focus carefully on both of these aspects. Working with the group and the instructor, you will reach a clearer understanding of your role and the impacts it has on your behavior. In addition, you will receive effective tricks and tools for customer-oriented communications by phone and email.

In the second module, we look at ways to handle challenging situations and complaints. Using effective complaint management techniques, you will learn how to turn a problem into an opportunity. Hands-on exercises and realistic role-plays will help you be prepared for every situation.



Target group

- Customer service staff
- Customer service teams



Benefits

- Acquire pragmatic know-how which can be applied on the job immediately
- Discover the right solution for your specific customer service situation
- Learn to handle complaints effectively and eloquently



Overview of our modules

Module 1

Appreciative and effective customer communication

- Understanding customer expectations
- Your attitude and role – self-confident and effective
- Appreciative communication on the phone
- Appreciative, effective, and clear written communication

Module 2

Successful complaint management

- Seeing complaints as opportunities and handling them effectively
- The complaint management script
- Reframing – developing positive language
- Leveraging your own strengths
- Effective strategies for fighting stress

Upon request this seminar can also be booked for customer service teams outside of Germany or for intercultural customer service teams. To raise employees' awareness of the challenges of international markets and customers, we recommend the Cultural Navigator®, our versatile online tool, in conjunction with the Cultural Orientations Indicator®, our self-assessment tool.



What our customers say about Berlitz:

“Very professional seminars – we are highly satisfied with how they are conducted and with our learning achievements.”

Eleni Markopoulos
HR Policies & Corporate Training
Deutsche Börse AG





Customer Complaint Management (1)

Help retain customers through professionalism and courtesy. Effective complaint management is the key to improving the quality of your customer contacts. Because every complaint is an opportunity to identify and set aside entrenched patterns of behavior and to rethink and improve processes. In our seminar, you will learn how to turn complaints around for better customer retention. You will learn to recognize the actual customer needs behind the complaints and expand your techniques for conducting results-oriented discussions. So you will not just be able to handle every complaint, but also create a positive atmosphere of trust.

In our advanced seminar (Part 2), you will focus intensively on customer-oriented communication as well as your voice and body language. You will also explore professional strategies for handling complaints over the phone and in writing.



Target group

- Customer service, quality management, sales, reception, and help desk staff



Benefits

- Identify opportunities instead of giving in to frustration
- Learn what turns of phrase lead to satisfied customers
- Practice what you have learned for direct application on the job



Content (Part 1)

- Customer complaints – a challenge for the company
- What is a complaint? Definitions and causes
- The basics of complaint management
- Questions – stay in control when discussing complaints
- Using typical situations to practice complaint management for your job

Customer Complaint Management (2)

Strategies for overcoming difficult situations. A self-confident stance, calm breathing, a steady voice, and clear annunciation – that's what we hope to achieve in heated situations like dealing with complaints. But often the opposite happens. Our hands and voice shake and we can't think of the right words. But with just a few simple tricks and a lot of practice, you can avoid such unpleasant situations and handle complaints – and the person making them – with confidence. In our hands-on advanced seminar, we'll pay special attention to voice and body language. You'll also learn simple tricks for using positive language to reassure and calm down customers and handle their complaints effectively. The techniques you learn can be immediately applied in handling complaints by phone and in writing.



Target group

- Customer service, quality management, sales, reception, and help desk staff



Benefits

- Learn simple language tips for formulating things positively
- Keep your body language confident and your voice steady
- Master written and phone complaints professionally



Content (Part 2)

- The three key factors – voice, language, and body language
- Confidently handling complaints on the phone
- What to do when things heat up
- Clear and customer-oriented written communications



Professional Negotiations (1)

The right strategy gets the right results. Skillful negotiations are based on a number of factors. You need good strategic and mental preparation, strong arguments and knowledge of the facts, self-assured body language and confident speaking skills, an understanding of the psychology of negotiations and a clear goal that you pursue systematically until the end. All of these skills can be developed and practiced. In this course, you will learn what specific techniques you can apply for optimizing your negotiating style as well as how to structure your arguments for maximum effect, take the wind out of the other party's sails, and fend off attempts at manipulation.

In our advanced seminar (Part 2), you will expand your knowledge of professional negotiation strategies and how to deal with unfair tricks. You can immediately apply what you have learned in case studies and simulations.



Target group

- Executives, managers, purchasing and sales staff, freelancers, and other professionals



Benefits

- Know and effectively apply your own negotiating profile
- Present your arguments with confidence
- Conduct yourself more professionally in negotiating situations



Content (Part 1)

- Self-assessment: your personal negotiating profile
- Strategic argumentation and persuasion
- The five stages of the negotiation process
- Applying best practices to real-world challenges – case studies and negotiation simulation

Professional Negotiations (2)

Keep the good arguments coming. In our advanced seminar, you'll intensify your knowledge of internationally recognized negotiation strategies and immediately apply what you've learned in case studies and role-plays. You'll practice clever strategies and tricks for getting to yes more easily – without playing dirty yourself. And you'll explore the differences between face-to-face and virtual negotiations. This will let you leverage the advantages offered by virtual negotiating situations.



Target group

- Executives, managers, purchasing and sales staff, freelancers, and other professionals



Benefits

- Hone your arguments and rhetorical skills
- Apply your professional knowledge in practical situations
- Show your strength in virtual negotiations



Content (Part 2)

- Toolbox for difficult negotiations
- Applying strategies and tricks cleverly and effectively
- Virtual negotiations – what to do when your partner's not right across the table
- Authentic case studies and simulations

Soar beyond borders

Connect course participants around the world.

Through our Virtual Classroom, online language platform, and Berlitz Online Live Seminars, you can reach your participants across the globe.





Stress Management

Striking the right balance. There is no escape from stress – in the workplace, on the daily commute, even in your free time. In the worst case, it can even have a detrimental effect on your health. Stress robs you of precious working hours and energy, and therefore has a negative impact on productivity. But the good news is, it does not have to be this way. In our seminar, you will learn to spot and correctly interpret the signs and symptoms of stress early on. Use effective techniques for minimizing stress and stay productive and healthy in the long run.



Target group

- Employees at all levels



Benefits

- Heighten your awareness of stress triggers
- Learn simple techniques for minimizing stress and practice applying them
- Gain new insights and ideas for keeping calm and handling stress



Content

- What is stress? How to recognize and reduce stress
- Physical and mental relaxation techniques
- Re-energize yourself for overcoming challenges with more strength
- Self-analysis – identifying your personal stress triggers
- How to stay relaxed, attentive, and focused



Can also be
booked as an
Online Live
Seminar

Resilience on the Job (1)

More resilience through inner strength. How can you muster your resources and energy to deal with the challenges, conflicts, and stress of the workplace? By cultivating psychological resilience – the mental ability to recover from crises quickly. It helps you to develop the inner strength and defenses to cope with difficult situations. How does it work? Resilience can be acquired using mental techniques, the power of positive routines, and personal best-practice strategies. Learn to assess challenging situations for yourself and hone your inner ability to bounce back from difficulties. In our seminar, we will teach you the most effective resilience tools and methods.

In the advanced seminar (Part 2), we will broaden our focus from the individual to the group and the team. This course is aimed at anyone who is looking to establish and improve resilience in a teamwork setting to boost the strengths of the team.



Target group

- Employees at all levels
- Managers, project managers, team leaders



Benefits

- Activate your strengths immediately in this interactive seminar
- Strengthen your own resources for fighting difficulties
- Learn straightforward methods that make a big difference



Content (Part 1)

- Resilience on the job – recognizing and using your own strengths
- The R.E.S.O.U.R.C.E. resilience wheel
- Situative resilience – self-assessment
- The keys to building inner strength
- Best-practice strategies for rapid and direct implementation

Resilience on the Job (2)

Join forces and gain strength. In our advanced seminar, we'll focus on the strengths of the team and how each member can deploy resilience strategies on the job for more mutual support within the group. The aim is to utilize the resources of the team to present a strong and unified front in the face of difficulties. Together we'll work to develop resilient group strategies and positive rituals for the workplace – and anchor them in a team charter for everyone to refer to.



Target group

- Teams
- Managers, employees at all levels



Benefits

- Identify the strengths of the team and utilize them together
- Approach obstacles with resilient group dynamics
- Develop a team charter for lasting group cohesion



Content (Part 2)

- The R.E.S.O.U.R.C.E. wheel for more resilience in the team
- My role and responsibilities in the team
- Putting together a resilient team charter
- More team resilience – the keys to success
- Team action plan for successful group implementation



Can also be
booked as an
Online Live
Seminar

Mindfulness for the Workplace and Beyond

Self-awareness for more self-confidence. In times of constant change, resource-oriented self-management is one of the keys to professional and personal success. There will always be phases where a heavy workload, scarce resources, or difficult situations demand a lot from us. It is important to combat our nagging fears of not being able to live up to our own or other people's expectations no matter how hard we try – before they lead us to neglect ourselves. Because the everyday grind costs a lot of energy, and it seems harder and harder to fully recharge our batteries. This course explores ways to consciously activate your own strengths so you can meet daily challenges with more serenity and composure. Reactivate your inner resources.

This special seminar takes the form of blended learning – 90 minutes of online preparation, live training, and 90 minutes of follow up. An additional transfer workshop or Online Live Seminar approximately eight weeks later helps you effectively meet your individual goals.



Target group

- Employees at all levels
- Managers, project managers, team leaders



Benefits

- Expand your knowledge of mindfulness and stress management, and receive new food for thought and practical approaches that will also have a positive impact on how you engage with your job
- Practice self-observation and mindfulness as important self-management techniques
- Reflect on your internal and external attitudes toward personal and professional challenges and examine your mental brakes



Content

- Strategies for self-management – self-observation, mindfulness, identifying and using personal resources, self-motivation
- The three keys to effectively dealing with stress
- Pointers and tricks for everyday life – achieving change through small steps
- Self-confidence through mindfulness
- Identifying and changing behavior patterns that rob you of energy



Train-the-Trainer

Effectively share your knowledge with others. Nowadays we expect a lot of trainers: a solid understanding of the subject matter, good teaching and communication skills, the ability to engage participants with a wealth of methodologies and innovative ideas, and the power to succeed even in difficult teaching situations. A good instructor is clear, authentic, and focused on the participants. To achieve all this, they must be able to pair professional know-how with creativity and imagination.

In our train-the-trainer course, we will show you what it all comes down to – from how to kick off a course to satisfied customers at the end. You will gain a clear understanding of your role, work on your motivation techniques, and use the many hands-on exercises to stock up your personal toolbox for effective training.



Target group

- Beginning instructors
- Experts teaching other employees



Benefits

- Acquire pragmatic know-how which can be applied quickly
- Work on your role, behavior, presence, and methodology
- Be prepared for every situation which arises during training – thanks to the variety of methods in your personal toolbox



Overview of our modules

Module 1

The effective trainer (2 days)

- My role and attitude as a trainer
- The right introduction for success
- Kicking off the course effectively
- Managing expectations
- Focus on the target group – defining learning goals
- Tailoring concepts to engage participants

Module 2

The successful course (2 days)

- Course planning – roadmap and time management
- Active participants – the right methods for every situation
- Communicating effectively
- Asking the right questions to facilitate learning success
- Active listening and constructive feedback

Module 3

The motivated participant (2 days)

- Using your voice, words, and body language
- The power of visual communication
- Using media effectively
- Overcoming difficult situations during instruction
- Interacting with challenging participants

Each module is accompanied by pre-task and transfer exercises. Upon request, these train-the-trainer courses can be rounded off by a certification module. For more information on the certification module and additional continuing education options please contact seminare@berlitz.de.



Intensive Course for Online Live Trainers

The tools you need for effective virtual teaching. In companies, it is now commonplace to use virtual tools to share knowledge across national borders. And you do not always need expensive external talent to impart specific topics. Often there are experts with the necessary knowledge right inside your company. But using a virtual training format to communicate this knowledge to other employees concisely and intelligibly can present a major challenge – especially when the trainer has little or no experience in working in a virtual learning environment.

Our training program for online live trainers explores the most important skills for giving online seminars as well as what sets them apart from in-person instruction. You will learn how to plan and structure virtual courses and adapt them to specific target groups, as well as methods for creating a productive and motivating learning environment.



Target group

- Trainers who wish to teach online live seminars
- Experts teaching other employees in a virtual setting



Benefits

- Intensive preparation for your next online live seminar
- Acquire pragmatic know-how which can be applied quickly
- Learn how to create a virtual presence



Overview of our modules

Module 1

Teaching in a virtual environment (120 min.)

- The ins and outs of virtual teaching
- Technical requirements
- Planning and structuring a virtual course

Module 2

Special methods and educational techniques (120 min.)

- Adapting content to the medium
- Successful delivery of an online training module
- Using the tools of the virtual classroom effectively
- Getting participants involved

Module 3

Fostering interaction and overcoming difficulties (120 min.)

- Effective communication in the virtual classroom
- Using your voice and virtual presentation tools
- Dealing with difficult participants in a virtual space

Module 4 und 5

Online Live Training (2 x 120 min.)

- Your personal live-check (15 – 20 minutes per participant)
- Individual practice unit with feedback from trainer and group

Each module is accompanied by pre-task and transfer exercises. Upon request, these train-the-trainer courses can be rounded off by a certification module. For more information on the certification module and additional continuing education options please contact seminare@berlitz.de.



Change Management for Change Agents

Your toolbox for change. Long established in social media channels, influencers are individuals who engage with and effect the behavior of other users. Companies are also increasingly realizing that change processes are more successful when they are not managed from above, but are supported on the employee level as well. Change agents recognize the advantages of change, understand its mechanisms, are available as a point of contact for their colleagues, react to moods and communication needs, and speak in and for the group. As a change agent you can be a positive force driving transformation from the bottom up.

Our special program is tailored to the role of the change agent and offers you the opportunity to expand your professional competence, combining methodology and specialist knowledge, preparing you for potential pitfalls, and helping you build your personal support network within the process. Each module is accompanied by interim tasks and transfer exercises.



Target group

- Employees supporting a change process from the bottom up
- Employees and high potentials who play an active role as change agents



Benefits

- Achieve clarity about your role and gain methodological skills
- Acquire pragmatic know-how which can be applied quickly
- Learn the most common pitfalls and how to avoid them



Overview of our modules

Module 1

The role of a change agent (2 days)

- Change processes and their impact
- Rational and emotional factors
- Making change a success
- The role of a change agent
- Expectation and stakeholder management
- Identifying and leveraging informal networks

Module 2

Leading and influencing as a change agent (2 days)

- Influencing others – motive management
- Authenticity and consistency as important trust-building factors
- Rhetorical tools and pitfalls
- Recognizing and balancing conflicting interests
- Handling pushback
- Tap into your resources – internal consulting

Module 3

Dealing with difficult situations (2 days)

- Systematic question techniques and tools for practical application
- Applying the correct interventions
- Working through conflicts and pushback
- Leading from below
- Sharing experiences and case studies



Cultural Analysis

Explore your corporate culture. When it comes to the continuing development of a company or employee retention, corporate culture is playing an increasingly important role. Ever since Peter Drucker observed that “Culture eats strategy for breakfast,” building awareness of the company culture has returned to the spotlight. And it is true that cultural analysis is an excellent aid in planning and preparing for a change process, merger, or strategic realignment.

Our Cultural Orientations Indicator® is an ideal tool for placing your organization under the microscope – and the results can be used as the starting point for further projects. We would be happy to evaluate the findings with you in a joint workshop and provide recommendations for action.



Target group

- Teams, departments, entire organizations



Benefits

- Gain an overview of your corporate culture
- Accurately recruit and foster employee loyalty
- Apply the results effectively to advance your change process



Contents of the analysis

Results for 17 cultural preferences, clustered in the following areas:

- Interaction style: Corporate preferences regarding communication and interrelation
- Thinking style: How is information handled in the working environment?
- Sense of self: What identity and motivation can the company count on?

Team Development

How to leverage the strengths of your team. New team members, new challenges, new tasks, or new work pressures – there are any number of situations that reveal if a team works together well or if it is not living up to its full potential. When friction develops, the question often arises of how to talk about expectations, demands, and differences without creating further tensions. The Cultural Orientations Indicator® is an online assessment questionnaire that can be used as a tool by both national and international teams to identify individual cultural preferences in the workplace. There are no right or wrong answers; instead, the follow-up workshop uses these preferences to uncover new strengths and synergies in your team.



Target group

- Teams and their team leaders



Benefits

- Know your team's cultural preferences
- Enjoy closer cooperation and better productivity
- Workshop tailored to your team's needs



Content

- In advance: complete the Cultural Orientations Indicator®
- Strengths and preferences in our team
- What is expected of each team member
- How we create more synergies
- Achieving more together



Internal Consulting

Tap into your internal resources. Managers and expert teams often like to seek good advice outside the company. But not only are consultants expensive, but potential within the company is underutilized. In times of rapidly changing markets and higher demands for flexibility placed on both companies and individuals, expectations and workplace culture are moving toward augmenting individual responsibility, increasing self-efficacy, and fostering the exchange of information. In the last case in particular, our thoughts usually turn to digital solutions. But the advantages of human, group solutions are as obvious as they are simple – the collective intelligence of the group draws on its rich store of experience to deliver quick and innovative solutions that are tailored to the situation. Establishing the exchange of information and advice among colleagues can help you unleash your unused potential. Our instructor will assist you in launching this self-directed culture of learning.



Target group

- Managers at all levels, project managers, subproject managers
- Experts, HR staff



Benefits

- Develop quick, high-quality solutions
- Identify new ways to tap into internal know-how
- Create and foster a solution-oriented culture of learning



Content

- Internal consulting methods
- The most important points
- Roles and behaviors
- Structure and setting
- Quality assurance

Managing International Change Projects

Apply your intercultural know-how strategically. Poor communication, coordination, and project planning are often blamed when projects fail. The importance of some aspects was simply underestimated. And when you add an international level – which also adds the element of intercultural communication and collaboration – potential sources of mistakes multiply exponentially. In our seminar, you will learn how to bring together different levels of potential, knowledge, and experience to form a winning combination. Our Cultural Navigator® is a platform that helps you prepare to work with project partners from more than 100 countries. First analyze your own cultural preferences and then compare them with those of other cultures. This seminar builds on these findings and provides valuable pointers for your specific project.



Target group

- Managers at all levels, project managers, subproject managers
- Experts, HR staff



Benefits

- Gain practical know-how that you can apply quickly in your next project
- Foster your intercultural skills
- Profit from Berlitz's experience



Content

- Change processes and their impact
- Rational and emotional factors
- The most important cultural preferences that affect change projects
- Communication in projects
- Dealing with leadership and hierarchy
- Realistic schedules and risk management strategies

We recommend holding the seminar as a two-day course. If participants have limited experience in virtual collaboration, we recommend supplementing the seminar with our Berlitz Online Live Seminar “Working in Virtual Teams.”



Managing Successful International HR Projects

Benefit from cultural diversity. Whether aimed at employee recruitment, retention, or development, HR projects are unique because they impact the heart of the organization, where culture is most important. Often such projects are conceived at corporate or regional headquarters, approved by the management board – and then they are supposed to be rolled out. Usually not much attention is paid to informal collaboration and coordination beforehand. As a result, there are frictions; project rollout proceeds very differently in each country, serving as an overall drag on the process. Use our seminar to hone your intercultural competence with an eye to HR projects. Our Cultural Navigator® is a platform that helps you prepare to work with project partners from more than 100 countries. First analyze your own cultural preferences and compare them with those of other cultures. The seminar then builds on these findings and shows how you to use this knowledge specifically in your HR projects.



Target group

- HR managers and staff, project managers
- Subproject managers, project staff



Benefits

- Gain practical know-how you can apply quickly in your next HR project
- Reduce frictions by taking cultural differences into account
- Be optimally prepared for your next international HR project



Content

- How cultural preferences impact on HR projects
- Selling ideas – finding sparring partners
- Preventing conflicts
- Dealing with leadership and hierarchy
- Managing objectives together
- Realistic schedules and risk management strategies

We recommend holding the seminar as a two-day course. If participants have limited experience working in virtual teams, we recommend supplementing the seminar with our Berlitz Online Live Seminar “Working in Virtual Teams.”

Interviewing International Job Candidates

Intercultural competence for the recruitment process. In the “war for talent”, job interviews with international candidates are growing in importance. To gain a clear picture of the applicant’s personal and professional qualities, in such cases the interviewers need more than a good job profile, a structured interview plan, and the right questioning technique. They also need the intercultural skills that will allow them to accurately assess whether the candidate is a good match for the position. The Cultural Navigator® serves as a platform for you to prepare for the applicant’s country-specific cultural preferences in advance of the interview. The interview then offers a good opportunity to sound out potential cultural gaps and find a good match in your discussion. Upon request, the interview portion or the entire seminar can be held in English.



Target group

- HR managers, experts, and employees
- Managers



Benefits

- Gain intercultural know-how that you can apply in your next interview
- Guard against thinking in stereotypes
- Develop a sure hand for international job interviews



Content

- Well-defined starting point – the job profile
- How a structured interview helps you compare candidates
- Be prepared – clarity about cultural preferences
- Stereotypes and errors of observation
- Effective questioning techniques
- Upon request, the special case of the virtual interview

Give your career a push

Everything you need from a single source.

Hands-on continuing education solutions in a variety of formats in the fields of language skills, intercultural skills, and management and leadership skills. Overlap and synergies add genuine value for you.





Individual Coaching

Boost your self-efficacy. Coaching is considered the most effective and valuable form of continuing education. And what makes coaching so successful? The one-on-one working relationship of equals, the professional support for processes, and, in particular, the tight focus on finding solutions and reaching goals. As meta-analyses of recent studies have shown, coaching works.

What is also special about coaching is that it is tailored specifically to the needs and situation of the coachee. In a working relationship based on trust, your coach offers you support by helping with processes. This means that he or she does not suggest direct solutions, but encourages you to re-examine your personal goals, discover new strategies, and develop your own approaches to solving problems. Coaching is always the right instrument when the goal is changing your sphere of influence, exploring new paths, and expanding your scope for action. In precisely such situations, a second, professional, outside opinion is helpful in seeing things from a different angle and re-assessing them.

But how do you find a good coach? And how do you assess their professionalism and effectiveness? As continuing education experts, we can help you make the right choice. We select our coaches based on special quality standards for business coaching. A sound education, many years of experience, a clear understanding of the role of the coach, a strong focus on goals and results, a wide-ranging knowledge of methodology, and a personality with strong integrity and empathy are just some of the important criteria in our selection process.

Are you looking to work on specific topics in your team or management team? Many of our coaches are also happy to work with small groups.

You can find information on our relocation coaching on page 20 and our repatriation coaching on 22.



Target group

- Managers at all levels, project managers, subproject managers
- Experts, employees



Benefits

- Develop individual solutions for your specific questions
- Receive support in a relationship of equals
- Gain clarity and (re)activate resources



Areas of focus

- Personal stock-taking
- Taking on a new function
- Change processes
- Performance management
- Career development/planning
- Resilience and stress management (including in agile environments)
- Leading without hierarchical power
- Agile mindset
- Appearing on camera
- Crisis communications
- Executive coaching



Seminars
available in
German and
English.

Berlitz Online Live Seminars

Our recipe for success – intensive, interactive, virtual. Satisfied course participants from 82 countries. When you are looking to impart valuable knowledge in a compact, virtual format, our Berlitz Online Live Seminars are always the right choice. We work with your course participants to achieve a lasting learning effect in just three hours. These two-part seminars take place live in the Virtual Classroom (using Adobe Connect) and a parallel telephone conference. Preparatory, interim, and follow-up exercises support the learning process, which is tailored to the seminar topic. This intensive online learning format has long since proven successful for numerous customers. It is used to meet a wide range of training needs, such as continuing education for international teams, global project rollouts, an affordable alternative for employees short on time or without a budget for travel, and – in the English version – it is also used to provide simultaneous soft skills and language practice as a follow-up to a language course.

But what if you cannot put together a group for a company seminar? No problem. We also offer Berlitz Online Live Seminars as open seminars and for mixed groups.



Target group

- Managers at all levels, project managers, subproject managers
- Experts, employees at all levels
- International employees and teams



Benefits

- Acquire pragmatic know-how in a short time
- Ideal for employees at different sites
- Inexpensive alternative to short face-to-face courses

Feedback from our customers

„I found it very interesting and the trainer created a good room for discussions and learning. Will gladly do more Berlitz Online Live Seminars.“

“It broadened my horizons and gave me good food for thought – not just for my professional life, but my personal life as well. Really great – thank you!”

„I was really impressed of how interactive this seminar was, although it was virtual. It was great!“

„The trainer was helpful with examples and really made sure there was equal participation of all the participants.“

“A very interesting and helpful seminar. I could apply a lot of it directly on the job.”



Berlitz Online Live Seminars – a Multitude of Topics

Accomplishing more with less
(3 x 90 Min.)

How to Give and Receive Feedback
Feedback geben und nehmen

Resilience on the Job
Resilienz im Arbeitsalltag

Resource Activation and Mindfulness
Ressourcenaktivierung und Achtsamkeit

Working in Virtual Teams
Virtuelle Teamarbeit

Storytelling for Business Impact
Storytelling im Arbeitsalltag

Business Across Cultures

Facilitating Interactive Meetings
Interaktive Meetings moderieren

Dealing with Change
Umgang mit Veränderungen

Collaboration – Working Effectively in Agile Teams
Collaboration – erfolgreiche Zusammenarbeit in agilen Teams

Conflict Management
Konfliktmanagement

Stakeholder Management

Efficient Communication
Effizient kommunizieren

Creativity Techniques
Kreativitätstechniken

Virtual Presentation Skills
Virtuell präsentieren

Lateral Leadership
Einfluss nehmen ohne Macht

Managing Your Email Inbox Effectively Using Outlook
(This seminar is only available in English)