



YOU HAVE A PERFORMANCE KNOT TO UNDO?

2009 to 2010

Performance Improvement
training courses for executives,
managers, supervisors and staff

Contact:

Pro Consulting & Training

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Training courses for executives, managers, supervisors and staff

All courses listed by title

Courses in three - six modules (duration 2 days per module), modules can be booked separately; on completion of all modules participants will be certified.

1. **Project Management for better performance, facilitating and managing it** (for course details please contact pct@boehmaxel.de)
2. **Staff capacity building for better performance, facilitating and managing it** (for course details please contact pct@boehmaxel.de)
3. **How to change your organization/company, for better performance, facilitating and managing it** (for course details please contact pct@boehmaxel.de)
4. **How to become a successful Business Partner** (for course details please contact pct@boehmaxel.de)
5. **Advanced course for HRD managers and expert staff** (for course details please contact pct@boehmaxel.de)
6. **Human Resources Management and Motivation** (for course details please contact Mrs. Christine Siegert-Anders siegert-anders@htp-tel.de)

Courses in single modules (duration 2 days)

7. **Balanced Score Cards (BSC) for better organizational performance** (for course details please contact pct@boehmaxel.de)
8. **Total Quality Management toolbox, for better organizational performance** (pct@boehmaxel.de)

1. Project Management for better performance, facilitating and managing it!

For more details please contact pct@boehmaxel.de

Target group

Managers, supervisors that are in charge of internal/external projects, staff members that work either part- or fulltime in project teams

Learning Objectives

The purpose of this training workshop is to build and to develop institutional and individual capacity to facilitate 'Project Management' in public and private organizations and companies.

Improve your performance and results with this team-based, participatory approach to project management (based on the PMI model) that will increase your project management competency.

- Take a joint approach to project management.
- Master the essential skills for managing any type of project.
- Satisfy your project customers.
- Be aware of intercultural differences.
- Use project management as a 'change tool'.

Learning Topics

- **Module 1:** What is a project & what is management
- **Module 2:** PMI's nine project management knowledge areas
- **Module 3:** The triple constraint
- **Module 4:** The project life cycle
- **Module 5:** Project selection
- **Module 6:** Project environment , factors, stakeholders and actors
- **Module 7:** Defining scope
- **Module 8:** SMART Objectives
- **Module 9:** Risk management and project assumptions
- **Module 10:** Project charter
- **Module 11:** Responsibilities and work breakdown structures
- **Module 12:** Project scheduling
- **Module 13:** Controlling and monitoring
- **Module 14:** Project management software
- **Module 15:** Project close
- **Module 16:** PMI's project management maturity model
- **Module 17:** The project team and project structure
- **Module 18:** Project communications
- **Module 19:** Project Management Processes

Duration:

Introductory course 2 days; Basic course 5 working days; Advanced course 10 working days

2. Staff capacity building for better performance, facilitating and managing it!

For more details please contact pct@boehmaxel.de

Target group

Managers, supervisors and staff of personnel departments/units; HRD consultants

Learning objectives

Based on the ASTD model the training program contains application exercises, case studies, templates and interactive program modules. Participants will learn a comprehensive 'Human Performance Improvement' model that can be applied to their current working situation.

Course contents

Module 1: Human Performance Improvement in the Workplace

- The origins and major theories of HPI
- The relationship between the steps in the HPI process
- Examine and apply analysis models to determine the performance gap and its root causes
- A strategy outline for selecting interventions that address the root causes of performance gaps
- Standard practices by performance consultants

Module 2: Analyzing Human Performance

- The relationship between key performers and organization outcomes
- Use accomplishment-based terms to describe performance deficiencies
- Reconcile stakeholders' requests for solutions with real organization goals
- Conduct interviews, document reviews, collect and compile necessary data and provide observations

Module 3: Evaluating HPI Solutions

- Distinguish business results from performance results
- Determine when to measure satisfaction, learning, performance and results
- Use a balance scorecard approach when evaluating
- Identify cost and benefit items; Conduct a CBA/ROI and choose ways to measure intangibles

Module 4: Selecting HPI Solutions

- Recommend the right solutions to close the performance gaps identified
- Communicate the costs, benefits and potential value of the solutions
- Manage implementation of the solution, so that client needs (for example, cost-effectiveness and efficiency) are met – including troubleshooting the implementation process and make adjustments when necessary

Module 5: Transitioning to Human Performance Improvement

- State your reasons for making the transition to HPI
- Describe quickly and accurately your role as a performance consultant
- Identify potential performance improvement products and services
- Define your HPI effort's mission, vision, guiding principles and objectives
- Get buy-in for your transition and be able to mobilize a team of internal and external partners
- Identify the most appropriate performance improvement organization structure for your situation.

3. How to change your organization/company, for better performance, facilitating and managing it! For more details please contact pct@boehmaxel.de

Target group

Executives, managers and supervisors

Learning objectives

The purpose of this training workshop is to build and to develop institutional and individual capacity to facilitate and manage change in public and private organizations and companies. The specific objectives are to build/develop skills and knowledge in 'Organizational Change', so that participants are able to apply these in their day-to-day work.

Course contents

Module 1:

- Introduction to Change Management
- Six Step CHANGE Model
- Change Agent Characteristics
- Creating Visions for Change

Module 2:

- Data Collection for 'change'
- Organizational Readiness
- Qualities of a Change Leader
- Developing Communication Plans
- Using Teams to Design an Implementation

Module 3:

- Reactions to Change
- Overcoming Resistance and Increasing Commitment

Module 4:

- Establishing Metrics
- Conducting a Risk Assessment

Module 5:

- Implementation Tools
- Importance of Short-Term Gains
- Building Momentum
- Evaluating the Effort
- Making Change stick

4. How to become a successful Business Partner

For more details please contact pct@boehmaxel.de

Learning Objectives

The purpose of this training workshop is to build and to develop institutional and individual capacity to successfully implement “Improving Performance” concepts in public and private organizations and companies by using a business partner approach. Using the ASTD, A-M-T and other performance models the training program contains application exercises, case studies, templates and interactive program modules to set up skills and techniques to become a business partner to reach PERFORMANCEexcellence®. Participants will learn a comprehensive ‘Human Performance Improvement’ model that can be applied to their current working situation.

Course contents

Module1: Performance Improvement as a Business Partner

- Introduction to Performance Improvement: roots, current impact, future trends
- Using Performance Improvement Models as a systematic and systemic approach
- Role and competencies of a Business Partner
- Identifying Business and Performance Needs

Module 2: Analyzing Performance Gaps

- Linking Performance Improvement to an overall strategy
- Internal and external benchmarking techniques
- Separating organisational and personal gaps
- Organisation, processes and person as performance processes

Module 3: Decision Making and Selecting Interventions

- Finding the route course of performance problems
- Levels of decision making to close a performance gap
- Selecting a effective and efficient intervention
- Aiming for win-win situations to overcome performance problems

Module 4: Evaluation strategies and Return on Investment

- Evaluation as a process not a single event
- Strategies to start with a front-end evaluation analyses
- Proving the added value and calculating Return on Investments
- Selling results as a business partner

Module 5: Getting to the Executive Table as a respected Business Partner

- Strategies for creating a performance improvement culture
- Potential pitfall when becoming a respected Business Partner
- Long term commitment and sustainability
- Strategies for alignment with stakeholders, clients, key contributors

5. Advanced course for HRD managers and expert staff

For more details please contact pct@boehmaxel.de

Target group

Managers and expert staff of HRD departments/units, HR managers, persons responsible for the procurement of consultant services

Learning objectives

- Understand the specific ways of adult learning
- Understand the importance of non-classroom ways of learning for HRD
- Be able to judge the quality of course designs offered by internal/external trainers
- Having a basic idea about the relationship between HRD and Organizational Development
- Understanding the basic principles of consulting work and being able to judge the quality of services of consultants

Course contents

Module 1:

- How adults learn (as opposed to children) and its implications for HRD
- Different types of learners and how to deal with those differences effectively and efficiently
- Sound principles of course design
- Important forms of non-classroom learning and their practical application in HRD

Module 2:

- Basic ideas about the functioning of organisations
- Why training alone would not (frequently) not fix your problem
- Practical concepts about Organisational Development
- Developing human resources by developing the organisation, developing the organisation by developing human resources – practical considerations where to start and what to do

Module 3

- Different modes of consultant work and the role models they imply
- Working out good contracts with consultants
- Steering consultants
- Common pitfalls, what can go wrong when working with consultants

Remark: Most change projects are in some way or another linked with HRD units, in many cases they are the ones in charge of recruiting and steering consultants. Therefore knowing the basics of working with consultants is a must for successful HRD professionals.

6. Human Resources Management and Motivation

For more details please contact siegert-anders@htp-tel.de

Target group

Executive management and prospective executives

Learning Objectives

Strengthening your:

- Professional leadership by updating your knowledge and skills on the latest leadership development theories/concepts/tools;
- 'Role-perception' to act independently and responsible and to communicate accordingly;
- Communication competencies to act as a confident conversational partner in problem- and conflict solving working/business situations.

Course contents

Module 1: Acting as a leader/executive

- Specialist versus executive: Tasks for an effective management;
- Leading: ,situation- and individual related';
- Developing a culture of 'responsibility and reliance';
- What motivates people and how can I as an executive 'influence'
- ,Rules for effective team work'.

Module 2: Communication

- Basic rules of communication;
- Acknowledgement of achievements;
- How to deliver criticism in a dialogue without ,insult/offence';
- Agreement on targets/objectives and
- How to handle ,complaints'.

Module 3: Constructive handling of conflicts

- Identifying conflicts;
- Developing suitable conflict solving ,solutions' and how to act accordingly;
- Preventing conflicts and
- How to deal with difficult ,leadership/management conflicts'.

Module 4: Work-organization and self-management

- Time management: Necessity and methods;
- Work-organization;
- Setting of priorities and
- Setting of targets and how to achieve them.

Module 5: Presenting and Convincing

- Elements of a successful presentation;
- Themes/Topics and targets of presentations;
- Basics of rhetoric's;
- Using the correct media for the purpose and
- To 'act' convincingly.

7. Balanced Score Cards (BSC) for better organizational performance

For more details please contact pct@boehmaxel.de

Target group

Managers, supervisors and staff of personnel departments/units; HRD consultants; Managers and staff in charge of planning departments/units and or quality circles/TQM

Learning objectives

- Basic concepts of the Balanced Scorecard and how it can be used to improve organizational performance
- How the Balanced Scorecard applies to different types of organizations
- How to build and implement a balanced scorecard
- How to develop strategy profiles, strategy maps and initiatives for improving organization vision, mission, strategy and processes
- How to develop more meaningful performance measures
- The correct sequence of steps that are necessary to build a strategy focused organization
- How a scorecard system can drive a performance-based budget and employee accountability

Course content

- What is the Balanced Scorecard (and what it is not)
- Why use a Balanced Scorecard
- Cause and effect
- 4 Perspectives of a Balanced Scorecard
- Strategic themes
- Translating strategy into operational objectives
- Measurement and target setting
- Aligning support functions with the strategy
- Divisional, functional and personal scorecards
- Balanced Scorecard development process
- Managing for results with a Balanced Scorecard
- Balanced Scorecard and the Management of Change

8. Total Quality Management toolbox, for better organizational performance

For more details please contact pct@boehmaxel.de

Target group

Executives, Managers, supervisors and staff of personnel departments/units; HRD consultants; Managers and staff in charge of planning departments/units and or quality circles/TQM

Learning objectives

- Understand the importance of quality models.
- Understand TQM philosophy.
- Learn to use TQM improvement tools to enhance customer satisfaction and improve processes within their organizations.
- Discuss other widely used improvement methodologies.

Course contents

Introduction to Total Quality Management TQM Concepts

- Definition of Quality
- Quality Models
- What is TQM?
- The Relationship Between ISO 9001 and TQM
- Benefits of Implementing a Quality Model
- Popular TQM Approaches - Deming, etc.
- The Malcolm Baldrige National Quality Award
- EFQM

The Elements of TQM

- Customer-driven Quality
- PDCA
- Eight Step Problem Solving Methodology
- Process Thinking
- Eliminate the Non-value Added
- Management by Facts and Data
- Continual Improvement
- Enhanced Employee Participation and Decision Making
- Idea Generating Systems
- Employee Reward and Recognition
- Improvement Tools and Methodologies

Benchmarking as a Tool to Improve Quality and Business Processes

1. What is Benchmarking? Why Benchmark?
2. Benchmarking Versus Time
3. Levels of Benchmarking
4. Out-of-the-box Benchmarking

Cost calculation

The entire course series will be conducted by an international plus a national trainer, to allow for a standardized and 'quality assured' product! The courses will be conducted bilingual.

It is assumed/encouraged, that the course(s) will be held in sequence (provided a sufficient number of participants – min. of 10 to break even - can be recruited), to cut down on international travel costs.

A course day is calculated at a rate of 800 € per trainer/consultant (= 1.600 € for two trainers) plus travel costs and accommodation.