

# LICENCE TO LEAD

## Blended Learning Management Training

Management staff play a major role in your company's success. They are responsible for the professional development of each member of staff, are meant to set a good example and help to shape the company's corporate culture by their own managerial conduct.

### The PROAKTIV® Package for lasting results

#### Training

Licence to Lead is a three-part training programme which successfully combines classroom instruction with practical tasks completed at work and interactive web-based training.

With our blended learning concept you learn how to lead. Practically relevant and well-grounded. The three-part training programme (classroom sessions, web-based training and on-the-job transfer task) increases your skills as a manager considerably and allows you to deal confidently with all kinds of managerial situations and conversations.

#### **Active on-site training**

In four two-day modules which build upon one another we practice and acquire the fundamentals and factors of success of an objective- and employee-oriented managerial style.

#### **Interactive web-based training**

In between the classroom modules the subject matter discussed during the classroom instruction is supplemented and covered in more detail in carefully matched knowledge modules during the web-based training. This phase of the training programme is supervised by an experienced PROAKTIV® tutor.

#### **On-the-job transfer tasks**

The practical tasks that the participants are required to do are arranged together with their supervisors and then carried out at work during the entire training programme. This ensures that the positive changes in their attitude and behaviour experienced in the training programme will be felt at work as well.

## Topics

On-site training → 4 x 2 days

- Basic principles of professional leadership
- Analysing your personal strengths
- Virtual team management
- Conducting job interviews
- Mastering difficult situations with employees and peers
- Styles of management and leadership transparency
- Formulating qualitative goals
- Management by objectives (MBO) / Objectives and Key Results (OKR)
- Set, track and achieve ambitious goals
- Delegating tasks to others
- Praise and recognition
- Conducting critical talks in a constructive manner
- Annual appraisal as progress review
- Conducting group discussions professionally

- Role model function as a manager
- Conducting return-to-work interviews
- Case studies taken from employment and industrial law
- Conducting conflict resolution meetings
- Communicating decisions

Interactive web-based training → 30 hours

- Summary of selected management theories
- Basic principles of communication theory
- Decision making
- Strategic leadership
- Performance-based team building
- Basic principles of typology (e.g. based on LIFO®)
- Management and motivational tools
- The manager in the role of coach
- Behaviour abroad
- Change Management
- Basic principles of self-management and time management
- Structure of organisations
- Basic principles of project management
- Business etiquette

On-the-job transfer tasks → 6 Months

- Each student picks a practical project with the help of their superior before the training programme actually begins. This can be any task which includes a management component. Ideally, the project should last as long as the entire training does, but a number of shorter projects may be carried out instead

## Preparation

Six weeks before the training course begins participants receive documentation containing preparatory exercises. By answering specific questions about their current professional situation as well as their goals and expectations the participants are optimally prepared for the training course. This also ensures that the time in the classroom is used most effectively.

At the end of each classroom module participants receive a preparatory exercise for the next classroom module.

## Target Group

Licence to Lead is tailored for junior and senior management staff who wish to obtain professional training in personnel management. This group of persons can include team leaders, department heads and division managers as well as employees who are in the process of transitioning into a management role. During this three-part training course the participants will work on strengthening their own style of leadership, gain confidence in dealing with managerial responsibilities and increase employee motivation in a noticeable way.

Class target size: 10 - 12 participants

# Investment

**4.900,- Euro netto**

## Included are

- 720.00 € net for the conference package
- Written preparation exercises
- 8 days intensive classroom instruction (modular format 4 x 2 days)
- 30 hours web-based training
- Compilation of a profile of the participant's strengths including recommendations for future development on the final day of the training course
- Active supervision from the PROAKTIV® web-tutor
- Assistance with the on-the-job transfer task
- Assessment of the exercises and tests
- Course documentation
- The PROAKTIV® compendium
- The PROAKTIV® mobile app and cue cards
- The PROAKTIV® course material (digital and print)
- Course certificate

## Dates and Location

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<b>1. module</b>	06. + 07.02.2025
<b>2. module</b>	07. + 08.04.2025
<b>3. module</b>	12. + 13.06.2025
<b>4. module</b>	31.07. + 01.08.2025

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<b>Location:</b>	Pullman Hotel Cologne Helenenstraße 14 – 50667 Cologne <a href="https://all.accor.com/hotel/5366/index.de.shtml">https://all.accor.com/hotel/5366/index.de.shtml</a>
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<b>Training ID:</b>	OT-L2L/23.25
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