



MCE Training Programmes

Training Programmes 2018

LEADING SELF

All the skills you need to manage yourself and your work

LEADING OTHERS

All the skills you need to manage your team, department or division

LEADING BUSINESS

Specific business acumen skills you need to become a great manager

Make the Next Jump in your Career

With more than 40 top
training programmes from
Management Centre Europe



American Management Association has been selected
for the eighth consecutive year as one of 2017's
TOP 20 LEADERSHIP TRAINING COMPANIES
by *TrainingIndustry.com*

www.mce.eu



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MCE has the Right Learning Solution for you

40+ Classroom
Programmes -
2 to 5 days -
instructor-led
highly practical
programmes

mce.eu/oesp



Customized
Solutions to meet
your company's
needs - at date
and location
of your choice

mce.eu/clis



Off-the-Shelf
Programmes
delivered for your
company at date and
location of your choice.

mce.eu/mce-incompany-training



www.mce.eu



Why MCE?

Practical



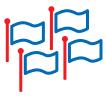
All MCE programmes are practical and pragmatic. They focus on real business issues and challenges. It is not just about the theory, you will actually practise, practise and practise. What you learn today, you can apply tomorrow, when you are back at work.

Recognized



MCE is a top ranked learning provider with a unique offering in Leadership Skills and Business Acumen. For the 8th consecutive year, MCE & AMA have been recognized as one of the TOP 20 Leadership Training companies by TrainingIndustry.com

International



Participants on MCE programmes are professional managers and leaders from over 90 countries. This makes each group international and creates a great peer sharing experience. You will share ideas with people from different industries and countries.

Real Business People



Programmes are facilitated by Senior Associates with at least 15+ years recent hands-on senior management and international experience. They are business people just like you. So they understand your issues, your challenges and your needs.

3 Leadership Areas



To be a great manager or leader today, you need to focus on three leadership areas – Leading Self, Leading Others and Leading Business. MCE has over 40 Open Enrolment Programmes that cover these three areas and can help you to become a better leader.

Throughout the EMEA



Our programmes take place in our Conference Centre in Brussels, but also in London, Barcelona and other cities. So wherever you are, we are close to you.

Dedicated Team



Our Team is dedicated to making sure that from start to finish, you'll have a great experience with MCE.

Satisfied Participants



95% of our clients would come back for another programme and recommend MCE.

MCE Programmes Delivered near you

Your success within reach...
wherever you are!



Corporate Learning Passes

Make your training budget go even further this year

MCE Learning Passes for Companies

NEW



MCE Gold Learning Passes

Valid for 2 & 3 day programmes
Packs of 3, 6, 12 or 24 passes available

MCE Platinum Learning Passes

Valid for all programmes*
Packs of 3, 6, 12 or 24 passes available
(* doesn't include the "Advanced Leadership Programme")

Each pass is valid for one registration on an MCE Training Programme.

mce.eu/mce-learning-passes

Annual Passes

(for Individuals)

MCE Annual Passes for Individuals

NEW



Each pass is valid for one year unlimited attendance on MCE Training Programmes.

- **MCE Annual Pass** @ €5,900 - limited to 2 and 3 day programmes in Europe
- **MCE All-Access Pass** @ €7,900 - unlimited access to all MCE programmes in Europe

mce.eu/mce-annual-pass

ONE YEAR. ONE PRICE. UNLIMITED TRAINING

Contact us today for more information:

+32 2 543 21 20 or info@mce.eu



MCE Customized Learning Solutions

MCE is one of the largest providers of learning and development solutions for international and global companies in the EMEA region.

Every company or organization has its own unique challenges and objectives. At MCE, we have a dedicated Customized Learning Solutions team that works closely with you to focus on your needs and goals. Together, we develop a solution that can include blended learning, coaching, programmes, learning management systems, gamification, assessments and more.

Why Work with MCE



Broad experience in designing and delivering standard training solutions (open enrolment programmes, off the shelf deliveries, virtual live-on-line sessions), and customized learning solutions (in-house tailored training programmes) to international companies.



Blended, virtual and classroom learning programmes with pre and post activities. We apply the latest theories and concepts, leading edge technologies and best practices in L&D.



Hands-on, practical & pragmatic learning approach (70/20/10) focusing on workplace transfer and sustainable impact.



Broad experience in delivering large-scale, complex L&D solutions (including setting up and managing Corporate Universities or Training Functions), using an internationally recognised methodical approach to project management certified by Project Management Institute.



Innovative and internationally recognised methodical approach to instructional design (ADDEIE model).



Our trainers, facilitators and coaches are all experienced business people, who understand your issues and challenges.



Part of AMA Global Network delivering learning & development solutions worldwide.



Client Success Stories

Through the years, MCE has helped many clients find solutions to a variety of challenging problems. Here are some examples. Complete success stories are available on our website at www.mce.eu/customer-success-stories

Schindler

Founded in Switzerland in 1874, the Schindler Group is a leading global provider of elevators, escalators and related services. To support Schindler's growth and market strategy, two of the world's recognized industry leaders, Schindler and MCE, are partnering on an innovative and strategic Leadership Development Programme.

IGT

IGT is one of the largest commercial operators and providers of technology in worldwide gaming markets. The industry is changing and is highly competitive, and IGT wants to make sure that its people have the right skills and behaviours to compete in this evolving market space.

Amgen

A few years ago, Amgen Europe concluded that instead of focusing on external resources such as MBA recruitment programmes to fulfil senior-level job openings it was time to step up efforts to grow internal talent into senior leadership roles. In order to prepare managers for broader functional leadership positions, Amgen wanted a business-focused programme that would provide participants of varied specialist backgrounds with a well-rounded curriculum of business knowledge and skills.



Find out more

Would you like to know more? Do you have questions? Would you like to meet with the MCE Customized Learning Solutions Team? Have we done business in your industry?




The MCE Team is ready to answer your questions at:





☎ +32 (0)2 543 21 20
 ✉ info@mce.eu



MCE Conference and Business Centre

Hosting over 40,000 meetings and events since being founded, MCE Conference & Business Centre is one of the largest meeting centres in the heart of Brussels. It is the perfect location for all your conferences, workshops, exhibitions or events from 10 to 700 attendees. A modern style and warm areas, private parking, nearby accommodation, modern technology and a dedicated MCE team will make your event a real success.

-  **Large and modular space:** 5 floors, 38 different and modular meeting rooms, main lobby with 1,400m2 of open space.
-  **Rooms' setup:** the meeting rooms can be easily divided and converted into smaller or bigger rooms if needed. The rooms are adaptable to U-shape, Theatre, Cabaret and Classroom setups.
-  **No pillars** or columns in any of the MCE meeting rooms, with a clear view of speakers and presenters.

-  **Natural daylight** creating a comfortable and productive environment.
-  **Rooms' equipment:** All the rooms are modular and independently air conditioned. Standard equipment includes modern audio-visual equipment, flipcharts and wireless internet access.
-  **In-house restaurant:** buffet lunches catered to your needs and tastes.
-  **Parking:** 85 exclusive parking spaces.

Conferences Meetings

Exhibitions Annual Presentations
Workshops Dinners

Find out more

Would you like to know more?
Do you have questions?
Would you like to visit the Conference Centre?

The MCE Team is ready to answer your questions at:

 +32 (0)2 543 21 40
 info@mceconferencecentre.eu
 www.mceconferencecentre.eu



Leading Self

Communication Skills

	Level						Page
• Business Writing for the Multilingual Professional	AP	IC	SV	NM	M	S	12
• Effective Presentation Skills	AP	IC	SV	NM	M	S	13
• Communicating Up, Down and Across the Organization	AP	IC	SV	NM	M	S	14
• Communicating to Your Senior Management and Key Stakeholders	AP	IC	SV	NM	M	S	15
• How to Communicate with Diplomacy, Tact and Credibility	AP	IC	SV	NM	M	S	16

Influence and Negotiation Skills

• Getting Results without Authority	AP	IC	SV	NM	M	S	17
• Developing Personal Influence and Impact	AP	IC	SV	NM	M	S	18
• Interacting with Others to Get Things Done	AP	IC	SV	NM	M	S	19
• Negotiating to Win	AP	IC	SV	NM	M	S	20

Administrative Professionals and Executive Assistants

• The Professional Executive Assistant	AP	IC	SV	NM	M	S	21
• Communication and Influence for Executive Assistants	AP	IC	SV	NM	M	S	22
• Partnering with Your Boss: Strategic Skills for Administrative Professionals	AP	IC	SV	NM	M	S	23
• Management Skills for Administrative Professionals	AP	IC	SV	NM	M	S	24

AP= Admin Professions, IC= Individual Contributors, SV= Supervisors, NM = New Managers, M = Managers, S = Senior Managers

Business Writing for The Multilingual Professional

3 Days

€2,450

Produce English-language documents that any reader can easily understand and that achieve your intended results and goals. Focus on the correct grammar and vocabulary to support your message.

Learn & Practise

After taking this programme, you will be able to:

- Assert your purpose in a document using the appropriate tone and style
- Write and organize effective paragraphs expressing yourself clearly and precisely
- Recognize and write effective English sentences
- Distinguish and apply correct English grammar and usage
- Revise and edit documents professionally
- Differentiate commonly confused words and terms
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practise using real-world examples over 4 interactive days

Typical Participants

Multilingual business professionals who would like to improve their fundamental business writing skills.

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✓ SV **Supervisors**
- ✓ IC **Individual Contributors**
- ✗ AP Admin Professions

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Also Available As

⚙️ In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“It was an excellent course given by an excellent teacher. I learned a lot and enjoyed very much. Thank you.”

Renée N

Effective Presentation Skills

Develop your business presentation skills and learn how to captivate your audience. Adapt your presentation to different audiences and present your ideas with conviction, control and without fear.

3 Days

€2,950

Learn & Practise

After taking this programme, you will be able to:

- Tailor your presentation to your audience
- Use relaxation techniques to overcome nervousness
- Learn how to project your voice and use pauses to dramatize your point
- Expertly handle difficult questions and situations
- Communicate with clarity and conviction
- Gain confidence in your presentation skills

During this programme you will:

- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practise using real-world examples over 3 interactive days

Typical Participants

Everyone who needs to develop their presentation skills, speak in front of groups or sell ideas to others and has little or no presentation experience.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✓ **S** Senior Managers
- ✓ **M** Managers
- ✓ **NM** New Managers
- ✗ **SV** Supervisors
- ✗ **IC** Individual Contributors
- ✗ **AP** Admin Professions

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Also Available As

In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“I have to say that this was one of the best programmes that I've been to in a long time. Our instructor gave us great motivation and helped us step out of our comfort zone.”

Cynthia J

Communicating Up, Down and Across The Organization

2 Days

€2,450

Build the right communication skills to connect with colleagues across the organization. Communicate new ideas to senior managers and influence your colleagues to support your proposals and projects.

Learn & Practise

After taking this programme, you will be able to:

- Analyze your audiences and different situations and plan your message
- Create processes to frame your message to specific audiences
- Apply strategies to influence and motivate others throughout the organization
- Understand how communication can impact how much influence you have
- Exhibit a strong sense of self-confidence with your peers, direct reports and managers
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practise using real examples and role plays over 2 interactive days

Typical Participants

Business professionals who want to be strong, passionate and effective communicators who can speak to a variety of audiences across organizational boundaries.

The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

In Company

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PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



PMI Talent Triangle™

You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

“The instructor had excellent energy and was very engaging. He taught us a variety of tools and techniques to use in business communication that I am sure will be useful.”

Katarina T Sophie Masset, Astra Zeneca, Belgium

Communicating to Your Senior Management and Key Stakeholders

4 Days

€3,950

Learn to communicate your ideas in strategic business language and communicate with your senior management and key stakeholders in a way you manage to get their commitment and make the best impression.

Learn & Practise

After taking this programme, you will be able to:

- Frame your ideas in strategic business language
- Speak and understand the language of senior managers
- Communicate clearly with senior management
- Get commitment, and make a favourable impression
- Communicate in a way that senior managers listen to, remember, and are willing to act upon
- Sell your ideas, report your results, raise issues and ask for support
- Handle interruptions and tough questions
- Gain 32 PDUs – this programme is PMBOK® certified by the Project Management Institute® (PMI). PMBOK® (Project Management Body of Knowledge) is a set of terminology and guidelines for Project Management

Typical Participants

If you are a manager who needs to get the support and commitment from senior management or any other key stakeholders to implement their strategy, this programme is for you. You will learn how to get the right attention you need to sell your ideas or when submitting performance reports.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“The training was of very high quality and as we were only with 5 participants it was really tailored to our needs. I have learned a lot of practical things that I can immediately apply.”

Sophie Masset, Astra Zeneca, Belgium

How to Communicate with Diplomacy, Tact and Credibility

2 Days

€2,450

Be a professional communicator even in difficult circumstances by using diplomacy and tact. Learn when to adapt your communication style and get your message across in the most effective way.

Learn & Practise

After taking this programme, you will be able to:

- Apply diplomacy and tact to be a credible and effective communicator
- Manage the impact your communications have on your image
- Define and leverage your communication style
- Develop and demonstrate better listening skills
- Understand the importance of perceptions
- Explore communication style differences and learn to flex your own style
- Recognize the impact of stress on communications and be able to adjust for it
- Know what makes effective, powerful communication and develop the skills to model it
- Network and learn from a diverse group of peers from different functions, industries and countries

Typical Participants

Business professionals who want the skills to communicate in a positive, professional manner no matter what the situation.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✓ SV **Supervisors**
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“ This course definitely exceeded my expectations. The instructor was very knowledgeable, and kept it interesting. I feel there was a lot of good info, she covered even more than what was in the course description. Excellent class, highly recommend. ”

Francine H

Getting Results without Authority

Win the respect of colleagues and influence decisions and people to support your overall objectives and goals. Use persuasive communication and other influencing techniques in a positive way.

3 Days

€2,950

Learn & Practise

After taking this programme, you will be able to:

- Establish or regain credibility so you can begin to influence people
- Effectively use your power base to persuade others
- Understand the person you're trying to influence—and persuade through give-and-take
- Develop and grow relationships within your organization and beyond
- Create a collaborative work environment for faster, better results
- Let communication differences work for, not against, you
- Successfully sell your ideas and implement change
- Achieve trust and give-and-take relationships up, down and across the organization
- Influence people while projecting self-confidence without being pushy

Typical Participants

This persuasion and influencing course is ideal for new managers or supervisors who need to have work done through others—or who need to convince another person to buy into an idea or follow up on a request.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✗ S Senior Managers
- ✗ M Managers
- ✓ **NM New Managers**
- ✓ **SV Supervisors**
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

🔧 In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“ I learned some key steps in how to deal with difficult people when trying to reach my goal as well as getting the required results without having any authority. The class was excellent! The programme was scheduled with a good window of time and every module on spot with respect to equipping the participants with the tools to achieve their goals without authority. ”

E Lamar K

Developing Personal Influence and Impact

4 Days

€3,750

Get other people in the company to support your goals and objectives. Work through internal politics and get the resources you need. Get all stakeholders on board including peers, your team and senior management.

Learn & Practise

This Programme applies the MCE FEEL-THINK-DO methodology. After participating in this programme, you will be able to:

- Understand your own impact on others and recognize where to make changes
- Be able to see things from the other person's perspective and be adaptable
- Map your key stakeholders and know how to influence each one differently
- Understand the political influences in the organization and adopt tactics to deal with this
- Become more assertive
- Learn a series of different influencing techniques
- Apply techniques to your own Personal Influence Challenges

Typical Participants

- You are a first line to mid-level professional, manager or project manager
- Just have just started or have 1-3 years' experience of working in a professional role, as an individual contributor or a team manager.
- Influencing is an important part of your role - working across different areas of the organization and you have regular contact with a wide range of colleagues.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

⚙️ In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“ I have attended many courses and workshops, but this was the best one in terms of the interactions led by Nadia and the group ethics, support and willingness to learn and adapt. ”

Dean Harrison, Schulman International Services, Belgium

Interacting with Others to Get Things Done

3 Days

€3,450

Develop better working relationships to achieve your business results and goals. Learn about different personal styles and preferences and adapt your style to others to get the job done.

Learn & Practise

After taking this programme, you will be able to:

- Manage your reputation and how you are perceived by others
- Build more constructive interactions with others, and develop better working relationships
- Know whose collaboration you need and why: who is vital to your success?
- Approach difficult people and collaborate with them to get the job done
- Discover your personal style and preferences
- Recognise other styles in your colleagues and bridge your style to theirs
- Persuade different types of people
- Map out a plan of actions to make the most of your own development plan
- Learn and practise using real examples and role plays over 3 interactive days

Typical Participants

All Managers who feel the need to increase their business effectiveness by improving their relationships with others. This course will suit Managers with 5 to 15 years of experience of leading departments, units, functions or teams of up to 50 people. It is also very relevant to specialized senior experts who have to work with other people and teams across the organization.

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

🔧 In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“ It simply helps you know yourself better, know your strength and weaknesses around interacting with others, and give you keys to analyze your professional environment better and adjust to it in all circumstances. And all this while being fun on the spot! ”

Eugène Blanchard, JTI, Switzerland

Negotiating to Win

Negotiate win-win strategies. Prepare for your next negotiations and develop alternative solutions. See the challenges from the other sides perspective and select a solution that benefits both sides.

3 Days

€2,950

Learn & Practise

After taking this programme, you will be able to:

- Know when—and when not—to negotiate
- Develop an effective plan and strategy for any negotiation
- Know what behaviour to adapt at each stage of the negotiation
- Adjust your communication style to achieve desired results
- Successfully apply the principles of persuasion to any negotiation situation
- Effective negotiate face-to-face, on the phone or through e-mail and other media
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practise using real examples and role plays over 3 interactive days

Typical Participants

Managers and individuals who are responsible for negotiating the best possible terms of an agreement for their team, department or organization.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✓ SV **Supervisors**
- ✓ IC **Individual Contributors**
- ✗ AP Admin Professions

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Also Available As

- ⚙️ **In Company**
- 🖱️ **Live Online**

Dates and locations on www.mce.eu and in the MCE Training Calendar

“The instructor had excellent energy and was very engaging. He taught us a variety of tools and techniques to use in business communication that I am sure will be useful.”

Katarina T

The Professional Executive Assistant

4 Days

€2,950

Develop your role in a fast changing work environment. Improve your interpersonal skills to become a confident decision-maker, a creative thinker, an effective organizer and a good communicator.

Learn & Practise

After taking this programme, you will be able to:

- Understand the changing business environment in which you operate and the impact it has on your role and the role of your manager
- Enhance your interpersonal skills
- Become a more confident decision-maker
- Become more effective in a top management team setting
- Set personal objectives and develop a plan for your own career and knowledge development
- Apply creative thinking to difficult situations, and act more assertively when appropriate
- Develop a personalized action plan that you will take back with you to your job
- Learn and practise these new skills using case studies, real examples and role plays over 4 interactive days

Typical Participants

If you are an experienced administrative professional, i.e. an Executive Assistant, Executive Secretary, or Administrative Assistant, who manages a range of responsibilities, projects and tasks in support of senior executives, this programme is for you. You will learn how to manage and prioritize your tasks to be more effective and develop your management skills to take the right decisions, that will be delegated to you.

Experience Level

- ✘ S Senior Managers
- ✘ M Managers
- ✘ NM New Managers
- ✘ SV Supervisors
- ✘ IC Individual Contributors
- ✔ AP **Admin Professions**

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Also Available As

⚙️ In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“ The quality of the programme is excellent - in terms of content of course, but also thanks to the Associate who is very talented. She brought us so much energy in delivering the training, a very big thanks to her. The content of the workshop was excellent, no doubt other trainings would be as professional as this one. Will check your website! ”

Amelie Lavarini, JT International S.A., Switzerland

Communication and Influence for Executive Assistants

3 Days

€2,450

Communicate more effectively with your boss and other colleagues to get projects and tasks done on time. Adapt your communication style to different situations. Learn how to say no when you are faced with conflicting assignments.

Learn & Practise

After taking this programme, you will be able to:

- Emphasize your personal strengths and qualities for self-empowerment
- Know how your personal style affects the decisions you make
- Communicate and interact with others more assertively and clearly
- Develop your people skills with influence and clear communications
- Develop positive working relationships
- Strengthen your ability to take on future challenges, and trust in yourself
- Become more effective in managing tasks assigned and boost your boss's productivity and success
- Network with and learn from a diverse group of other Administrative Professionals from different industries and countries
- Learn and practise new skills using case studies, real life examples and role plays over 3 interactive and challenging days

Typical Participants

If you are an Executive Assistant, a Coordinator or an Administrative Support Professional who wants to gain more power and impact to get things done to support their managers, this programme is for you.

Experience Level

- ✘ S Senior Managers
- ✘ M Managers
- ✘ NM New Managers
- ✘ SV Supervisors
- ✘ IC Individual Contributors
- ✔ AP Admin Professions

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- 🌐 www.mce.eu

Also Available As

In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“It is a very interesting module, where you learn on hands how you can make a difference not only in the working environment (not only for assistants, I was more thinking of colleagues work with) and also in your private life. Definitely a recommendation.”

Marleen Crombez, Ex. Assistant, Pfizer Service Company, Belgium

Partnering with Your Boss: Strategic Skills for Administrative Professionals

2 Days

€1,950

Build trust and credibility to strengthen your relationship with your boss and increase your effectiveness. Develop your strategic skills to make strategic decisions independently or with your boss.

Learn & Practise

After taking this programme, you will be able to:

- Consistently anticipate your boss's needs
- Gain the respect of your boss and be taken seriously
- Get what you need from others to accomplish your job and achieve your boss's goals
- Have the authority to make—and act on—decisions
- Confidently represent your boss
- Be seen by your boss and by others as a valuable professional resource
- Develop a trusting relationship with your boss
- Partner with multiple bosses and other office professionals
- Effectively use time and get more things done in a day
- Network and learn from a diverse group of peers from different functions, industries and countries

Typical Participants

Senior administrative support staff, executive secretaries, administrative assistants, staff assistants and executive assistants.

Experience Level

- ✗ S Senior Managers
- ✗ M Managers
- ✗ NM New Managers
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✓ AP **Admin Professions**

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Also Available As

⚙️ In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“The group was fun and open and we learned so much together as a group and with the guidance of the facilitator. It was a pleasant learning experience and I truly enjoyed attending. I gained information that I plan to apply in my relationship with my boss, co-workers and in personal relationships.”

Kimberley K

Management Skills for Administrative Professionals

3 Days

€2,450

Develop management and leaderships skills to set your own administrative priorities. Communicate clearly and negotiate with colleagues to manage conflicts and reach your goals. Innovate better processes for your role.

Learn & Practise

After taking this programme, you will be able to:

- Manage changing roles and responsibilities whether working with bosses, peers, team members or customers
- Meet dynamic work expectations by expanding your proactive capabilities
- Clearly and confidently communicate and negotiate to manage conflicts and achieve results
- Apply emotional intelligence and effective listening practices to your job
- Use strategic diplomacy to handle office politics, difficult people and demanding situations
- Develop a personal action plan to implement back at work

Typical Participants

Experienced administrative professionals, including executive secretaries, administrative assistants, secretaries or other members of the administrative support staff who need to expand their management skills so they can better support their organization and enhance their careers.

Experience Level

- ✗ S Senior Managers
- ✗ M Managers
- ✗ NM New Managers
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✓ AP Admin Professions

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Also Available As

In Company

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“ Wonderful course! I enjoyed each module and learned so much in each one. I definitely have some things to take back to my workplace and add to my goals for next year. ”

Holly S

Women in Business

Women in Business

	Level						Page
• Assertiveness Training for Women in Business	AP	IC	SV	NM	M	S	26
• Executive Presence for Women	AP	IC	SV	NM	M	S	27
• Leadership Development for Women	AP	IC	SV	NM	M	S	28

“ This was an eye-opening programme. Executive presence is more complex than I realized, and it was enlightening to see it through a female lens. It was truly empowering to practice skills and get feedback from a diverse group of intelligent, successful and supportive women. ”

Andrea Z

AP= Admin Professions, IC= Individual Contributors, SV= Supervisors, NM = New Managers, M = Managers, S = Senior Managers

Assertiveness Training for Women in Business

3 Days

€2,950

As a woman in business, learn and practise the skills you need to gain confidence and increase the likelihood that you will send the right signals and get the right responses. These skills can help you command respect while being respectful, and handle almost any situation you're likely to encounter without seeming overbearing.

Learn & Practise

After participating in this programme, you will be able to:

- Recognize the characteristics of the four assertiveness styles
- Assess your individual assertiveness style and its effectiveness
- Demonstrate assertiveness techniques using supportive communication behaviours
- Develop an action plan to overcome at least two personal obstacles to assertiveness
- Learn how to capitalize on the strengths of your leadership style - and minimize weaknesses
- Flex your leadership style preference to interact most effectively and assertively with others
- Incorporate assertiveness techniques into everyday practices

During this programme you will:

- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practice using real-world examples over 3 interactive days

Typical Participants

This women's assertiveness training programme is designed for female business professionals who want to strengthen their assertiveness techniques, alleviate weaknesses, and improve their communication skills as they relate to being assertive in business.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✗ S Senior Managers
- ✗ M Managers
- ✓ NM New Managers
- ✓ SV Supervisors
- ✓ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“ I thought the course was excellent. Our instructor was fantastic - knowledgeable, interesting and engaging. It honestly could have been 3 really long days, but they flew by and I learned tools to use at work (and at home) to be assertive without being aggressive or overbearing. ”

Jennifer M

Executive Presence for Women

2 Days

€2,950

As a woman in business, you will learn and practice proven techniques to improve your ability to influence people and situations. Filled with 2 intensive days of personalized coaching and intensive feedback, this is the ideal programme for women who want to influence and maximize their executive presence.

Learn & Practise

After participating in this programme, you will be able to:

- Learn how body language and verbal behaviours affect your image as a leader
- Recognize how small changes can improve your ability to be perceived as powerful
- Use your verbal and body language in appropriate ways to increase your influence
- Understand how powerful leaders vary and balance their verbal and body language depending on the circumstances
- Learn how to project confidence in any business situation
- Receive personalized coaching and thorough feedback from your instructors and peers

During this programme you will:

- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practice using real-world examples over 2 interactive days

Typical Participants

This programme "Executive Presence for Women" covers advanced techniques. It is ideal for mid- to senior level women who want to be seen as credible leaders.

Experience Level

- ✓ S Senior Managers
- ✓ M Managers
- ✗ NM New Managers
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

⚙️ In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“ This course was the best training class I have been to. I have never walked away from a class with so many specific action items and things I wanted to try as soon as I got back to work. ”

Kristen C

Leadership Development for Women

2 Days

€2,950

As a woman in business, learn how to strategically use your strengths and abilities—your competitive edge—while mastering your emotions in even the most unwelcoming atmosphere. You'll learn how to build a network of support, take smart risks and view competition in a more positive light to earn more respect and pursue your goals with positive energy.

Learn & Practise

After participating in this programme, you will be able to:

- Overcome overt and hidden biases against women as leaders
- Adopt a competitive mindset that leverages your strengths as a woman
- Build a wide and strategic network of key stakeholders who will promote your career
- Avoid taking a perfectionist approach to competitive and challenging situations
- Recover from losses quickly by learning to take things less personally
- Learn to deal with hypercompetitive colleagues with whom you have low trust diplomacy to handle office politics, difficult people and demanding situations

During this programme you will:

- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practice using real-world examples over 2 interactive days

Typical Participants

This programme is designed for female business professionals who are looking to move forward in their organizations by developing the best possible leadership style to fit the positions they want.

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

🔧 In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“Really great course with excellent supplemental reference notebook provided. The exercises within the book and in-class personal assessments were great tools to gain personal awareness. I personally grew from the experience.”

Anne S

Leading Others

People Management Skills

	Level	Page
• Management Skills for New Managers	AP IC SV NM M S	30
• Successfully Managing People	AP IC SV NM M S	31
• Managing People in an International Environment	AP IC SV NM M S	32

Leadership Skill

• Preparing for Leadership	AP IC SV NM M S	33
• Developing Executive Leadership	AP IC SV NM M S	34
• The Voice of Leadership	AP IC SV NM M S	35
• Leading Virtual Teams	AP IC SV NM M S	36
• Leading with Emotional Intelligence	AP IC SV NM M S	37
• Advanced Leadership Programme	AP IC SV NM M S	38
• Strategic Leadership for Senior Managers	AP IC SV NM M S	43

AP= Admin Professions, IC= Individual Contributors, SV= Supervisors, NM = New Managers, M = Managers, S = Senior Managers

Management Skills for New Managers

3 Days

€2,950

Lead your projects and motivate your team to achieve your goals. Communicate with different stakeholders. Learn the skills that all managers need for their careers.

Learn & Practise

After participating in this programme, you will be able to:

- Fully understand your management roles and responsibilities
- Improve communication with your team and set expectations for yourself and your direct reports
- Adapt your leadership style to meet the needs of individual team members
- Communicate organizational goals that get results
- Apply delegation strategies to increase productivity and motivation
- Use effective coaching techniques to maximize your team's performance
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practise using real-world examples and role plays over 3 interactive day

Typical Participants

Managers with one to three years of experience who are seeking additional management training.

The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✗ S Senior Managers
- ✗ M Managers
- ✓ **NM New Managers**
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

🔧 In Company

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“ This truly was an informative and “eye-opening” course. Not only did it teach me essentials of how to be a manager, it made me think about the type of manager that I would like to be. Truly inspirational. ”

Tulia C

Successfully Managing People

3 Days

€2,950

Develop a high-performance team and get more done. Delegate and motivate your team and create a culture of accountability. Get the most out of everyone and align the whole team in one direction to achieve your objectives.

Learn & Practise

After taking this programme, you will be able to:

- Motivate every member of your team - even if they are very different
- Adjust your management and personal style to the needs of different situations
- Resolve conflict more effectively in a wide variety of situations
- Get more done by using the best delegation techniques for each situation
- Turn difficult people and poor performers into team players
- Win the cooperation and trust from people in your organization
- Increase your confidence, leadership skills, and personal and professional satisfaction in your job by managing people successfully
- Use positive and corrective feedback to turn problem employees around and maximize productivity
- Network with peers from different functions, industries and countries

Typical Participants

Managers and individuals with management responsibilities whose success depends on managing people successfully through clear communication, a cooperative attitude, and commitment to shared goals.

This programme is ideal for Supervisors, First Line Managers and New Managers with 1-3 years' experience.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✓ SV **Supervisors**
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

🔧 In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“Very good balance of topics, direct usefulness for all “styles” of middle managers, great ability of the coach to bring messages across in understandable and useful ways.”

Arnaud De Wael, EPO

Managing People in an International Environment

4 Days

€3,950

Define roles and get the best performances out of each individual on your team. Motivate people with different expectations and business experiences in an international environment. Learn tools and methods for delegation, feedback and coaching.

Learn & Practise

This programme applies the FEEL-THINK-DO methodology.

After participating in this programme, you will be able to:

- Adapt your management style to the cultural diversity of your team
- Delegate in different ways and still empower people
- Set goals in an international environment and make sure all your team members are aligned to the overall goal of the team
- Conduct effective performance reviews taking into consideration the different cultural backgrounds
- Use new techniques to coach people and implement a corrective coaching process
- Develop a personal action plan that you can implement for yourself and your team members

Typical Participants

- You are a Manager of teams, departments or functions in an international organization or company with more than 3 years' experience.
- You want to gain insights into what motivates people with different cultural backgrounds improve or refresh your management skills.
- The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✗ NM New Managers
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



PMI Talent Triangle™

You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Also Available As

In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“Excellent training, plenty of practical exercises to learn and develop new management techniques, learn from trainees of different organizations.”

Martyn Griffiths

Preparing for Leadership

Step into a new leadership role and discover your own unique leadership style. Motivate your team including “difficult” people and learn how to be a strategist, change agent, coach, manager, communicator, mentor and team member.

2 Days

€2,950

Learn & Practise

After taking this programme, you will be able to:

- Understand what a leader is... and is not
- Project a more dynamic image
- Discover your own unique leadership style
- Determine which leadership attributes you already possess
- Apply lessons learned through leadership training to take on your first leadership position with greater confidence
- Get noticed by learning how to look and talk like a leader
- Find out what people expect and respect in a leader
- Apply lessons learned through leadership training to refine your skills in gaining and using power and influence positively
- Learn how to motivate a team, including “difficult people”
- Protect yourself against the pitfalls of intra-organizational politics

Typical Participants

Any manager who needs leadership training to step into a leadership role or who is about to take on a new leadership assignment.

The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✗ NM New Managers
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

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“ This course was exceptional. The facilitator was very knowledgeable! I learned so much valuable information. He was able to relate with so many real life stories and examples. Really helps when trying to teach leadership theories and models. ”

Parris C

Developing Executive Leadership

3 Days

€3,450

Learn techniques to exhibit real executive leadership skills in business and become a visionary, a trailblazer, a strategist, a communicator, a coach, a diplomat and a politician. This intensive three-day executive leadership training programme combines proven-in-action techniques with peer interaction and insights from the latest research to help you master the competencies of effective executive leadership.

Learn & Practise

After participating in this programme, you will be able to:

- Build an executive leadership style that creates trust, sets a clear vision and guides your entire team toward greater performance and profit
- Gain insights into the key executive leadership skills and techniques you need to create a winning strategy
- Learn what real “coaching” consists of and how to build an extraordinary team that works together to deliver results
- Strengthen your “emotional intelligence” for greater professional achievement and satisfaction
- Identify the characteristics of effective leadership and the most common obstacles
- Develop an executive leadership style that adapts to the person and situation
- Improve performance through empowerment and effective delegation
- Clearly communicate mission, vision and value statements
- Build a cohesive unit that performs well in all situations
- Apply executive leadership training to continue your growth as a leader through a self-development plan

Typical Participants

This programme is designed to provide executive leadership training for team leaders, ranging from midlevel managers to executives, who lead others with managerial responsibility.

It will benefit executives who require strong decision-making skills and the ability to lead and motivate others.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✗ S Senior Managers
- ✗ M Managers
- ✗ NM New Managers
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

In Company

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“The facilitator used authentic and realistic examples. I appreciate that when asked questions he provided thoughtful and thought-provoking feedback. He allowed for participants to find themselves in the materials and wrestle with how to apply the concepts.”

Kimberley K

The Voice of Leadership

Learn practical techniques to develop your leadership messages and your own leadership voice to achieve results. Get buy-in, gain trust and inspire loyalty in your teams.

3 Days

€3,450

Learn & Practise

After participating in this programme, you will be able to:

- Improve your leadership communication skills
- Build greater buy-in, trust and loyalty
- Demonstrate grace under fire and defuse tension
- Overcome resistance to change
- Motivate followers and inspire them to action
- Rally support in difficult situations
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practise using real-world examples and role plays over 3 interactive days

Typical Participants

Experienced managers and executives and anyone who aspires to a leadership position or who is expected to provide leadership.

The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✓ **S** Senior Managers
- ✓ **M** Managers
- ✗ **NM** New Managers
- ✗ **SV** Supervisors
- ✗ **IC** Individual Contributors
- ✗ **AP** Admin Professions

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Also Available As

In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“An excellent seminar - one of the best I've attended in years. Good information and easy-to-use tools very relevant to the needs of my current position. Would recommend without hesitation.”

Rhonda H

Leading Virtual Teams

Manage your remote or virtual team and develop your “virtual leadership” presence. Coach and provide feedback virtually. Manage remote meetings and create trust and engagement across generations, cultures and distance.

2 Days

€2,950

Learn & Practise

After participating in this programme, you will be able to:

- Develop your virtual leadership presence
- Strengthen team networks for improved performance
- Create trust and engagement in a virtual environment
- Select the appropriate technology for specific types of tasks
- Take decisive action to manage conflict
- Leverage generational, cultural and geographical differences to create positive team impact
- Build a solid foundation to coach and provide feedback virtually
- Plan and facilitate a successful virtual meeting
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work

Typical Participants

Experienced managers, leaders, and project managers who are currently leading virtual teams and are seeking to enhance their overall performance as virtual leaders, as well as those who will be moving into a virtual leadership role in the future.

The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

Experience Level

- ✓ **S** Senior Managers
- ✓ **M** Managers
- ✗ **NM** New Managers
- ✗ **SV** Supervisors
- ✗ **IC** Individual Contributors
- ✗ **AP** Admin Professions

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Also Available As

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“The training was presented from an extremely knowledgeable instructor. The practical exercises really brought awareness to deficiencies within my own team and how to better the overall performance of my virtual and remote teams. Would highly recommend the course to others and my peers!”

Karen K

Leading with Emotional Intelligence

3 Days

€3,450

Apply the best practices of an emotionally intelligent leader and motivate your team to achieve their goals. Manage and control your own emotions and interactions with others in a more “mindful” and more positive way.

Learn & Practise

After taking this programme, you will be able to:

- Lead powerfully with presence and impact
- Gain valuable emotional insights and awareness to inspire and maintain productive relationships
- Manage and adapt emotional behaviours that expand your sphere of credibility and influence
- Utilize empathy to promote strong relationships
- Apply collaborative, inclusive and creative communication practices
- Harness emotionally intelligent motivational skills to achieve team results
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practice using real-world examples and role plays over 3 interactive days

Typical Participants

Mid-Level managers and leaders with 5 or more years’ experience who need to create a healthy, productive workplace and organizational culture by enhancing their overall effectiveness through Emotional Intelligence.

The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✗ NM New Managers
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

⚙️ In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“ Really enjoyed the seminar and found it easy to relate to my current work situation. Many of the ideas and topics discussed will apply to my every day working environment and I’m excited to get started! ”

Lisa R

Advanced Leadership Programme

Work with different leadership models and different self-assessments to identify your leadership strengths and your development areas. Build your own Leadership Brand and complete your learning and development plan that you will implement back in your workplace.

4 Days

€5,250

INCLUDES 1:1 COACHING

Learn & Practise

This programme applies the **FEEL-THINK-DO** methodology.

After participating in this programme, you will be able to:

- Increase your own self-awareness
- Measure your impact on others
- Give and receive feedback
- Lead and adapt to change in a complex world
- Handle pressure and challenging situations with ease
- Coach others
- Adjust and enhance your 'work-life balance' using a Mind-Body-Spirit technique
- Work collectively to achieve results
- Build your own leadership approach with help from a personal coach 1:1
- Take away a concise development plan

Typical Participants

- You have at least 3 years' experience of leading and managing other managers (qualified professionals, supervisors, other team leaders).
- You already have skills or knowledge of basic management principles such as setting goals, holding performance reviews, conducting effective meetings, delegating and empowering others, dealing with conflicts.
- Some people might be considered by their organization as 'high potential' and could be suitable for this programme, even without direct management experience.
- The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all.

Experience Level

- ✓ **S Senior Managers**
- ✗ **M Managers**
- ✗ **NM New Managers**
- ✗ **SV Supervisors**
- ✗ **IC Individual Contributors**
- ✗ **AP Admin Professions**

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Also Available As

In Company

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PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Leading Business

	Level	Page
Mini MBA		
• The 5-Day Mini MBA	AP IC SV NM M S	40
• The 5-Day Mini MBA for the Pharma and Biotech Industry	AP IC SV NM M S	41
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AP= Admin Professions, IC= Individual Contributors, SV= Supervisors, NM = New Managers, M = Managers, S = Senior Managers

5-Day Mini MBA

Boost your career by becoming an all-round manager. Use an interactive business simulation to practise all the skills that you will learn in Leadership, Strategy, Finance, Supply Chain, Marketing and Sales.

5 Days

€3,950

INCLUDES BUSINESS SIMULATION

📖 Learn & Practise

After participating in this programme, you will be able to:

- Understand how a company really works with a multi-functional overview of a business and key leadership competencies necessary for success
- Develop strategic thinking, planning and execution skills at a divisional or functional level, using appropriate tools and frameworks
- Influence, enable and deliver wider organizational imperatives
- Lead and align your stakeholders towards delivering your divisional, functional or organizational strategy with greater clarity and confidence
- Make better business decisions and improve your contribution to the business
- Speak the language of business and understand how general managers think and act
- Better implement strategy through the people in your team and different departments with new leadership skills

👤 Typical Participants

MCE's 5 Day Mini MBA is the ideal programme for managers with technical, scientific or specialist backgrounds. This includes production engineers, R&D engineers, finance managers, sales executives, marketing specialists, logistics managers, etc.

It is also valuable for managers & department heads who need to refresh and develop their business knowledge to support their future.

The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

📊 Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✓ SV **Supervisors**
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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📄 PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

📌 Also Available As

⚙️ In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“ This programme is very well designed with a great balance of theory and interactive exercises, delivered by experts in their fields. The simulation game was particularly enjoyable and useful. The fact that the course was held in an amazing city also made it extra special. ”

Syed Shah, Center Manager, Solar & Photovoltaics Eng. Research Center, KSA

5-Day Mini MBA for the Pharma and Biotech Industry

5 Days

€3,950

Get a full understanding of changes in the healthcare environment and develop competitive strategies for your organization. Adapt your leadership, marketing and value proposition to the new realities in the industry.

Learn & Practise

After participating in this programme, you will be able to:

- Translate changes in the healthcare environment into competitive strategies for sustainable growth
- Identify how the different business areas really work together
- Gain deeper understanding of broader financial and strategic contexts
- Support strategic goals from top management and implement them faster and more effectively
- Align your team or group to concentrate on customer value through cross-functional improvements
- Enhance your value to your organization and expand your professional expertise
- Increase your business know-how with the best management methods and tools for your current and future career
- Make better business decisions and improve your contribution to the business

Typical Participants

If you are a manager or an expert who wants to master complexity and understand cross-functional issues in the pharma or biotech industry, this programme is for you.

The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

Experience Level

- ✓ **S** Senior Managers
- ✓ **M** Managers
- ✓ **NM** New Managers
- ✗ **SV** Supervisors
- ✗ **IC** Individual Contributors
- ✗ **AP** Admin Professions

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Also Available As

In Company

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“It helped me to see through lenses of different stakeholders, customers, to consider different perspectives and to understand how to navigate decision makings or to deal with conflicts of interest.”

Thomas Pongratz, Boehringer Ingelheim Pharma – GmbH & Co. KG, Germany

Business Strategy and Planning for Managers

3 Days

€3,450

Apply strategic thinking and planning in your department or team. Execute your strategy and make better decisions that create long term value.

Learn & Practise

After participating in this programme, you will be able to:

- Understand the rationale and the tools behind successful business strategies
- Make decisions that create long-term value
- Apply strategic thinking and planning in your department
- Develop a strategic planning process for your area of the company
- Conduct a strategic analysis considering both internal and external environmental factors
- Critically distinguish good strategies from bad strategies
- Include a plan for successful deployment and execution in your strategy

Typical Participants

If you are a manager or leader who needs to understand business strategies and apply strategic decision-making to improve performance and prepare for higher responsibility, this programme is for you.

The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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PMI Certified

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PMI Talent Triangle™

You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Also Available As

In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“The workshop provided me with the knowledge to quickly identify the weak spots in the existing strategy and where corrective action is required and with the structured approach when developing new strategies.”

Hrvoje Krip, Area Sales Manager, ABB Switzerland

Strategic Leadership for Senior Managers

3 Days

€3,450

Align your people, get their buy-in and get the strategy implemented across the organization. Support and develop the attitudes and behaviours that contribute to successful execution.

Learn & Practise

After participating in this programme, you will be able to:

- Lead strategy implementation and change
- Have a plan for aligning your company or division to deliver on your customer value proposition
- Get your people's understanding and buy-in so that they can see what needs to be done and where to contribute
- Assemble the people with the skills and behaviours that move the strategy along, motivate and develop these people
- Set meaningful KPIs and cascade goals to keep everyone focused on the strategy
- Streamline processes and structures to better enable your people to implement strategy
- Benefit from the experience of faculty who have real leadership experience with senior positions in leading multinational organizations

Typical Participants

If you are a senior executive or director and need to lead change and strategy implementation within your company, this programme is for you. Whether you are making a strategic adjustment, a new change or a push for greater performance, this programme will help you align multiple levels, divisions and locations to achieve your strategic objectives.

The programme is delivered in English. Participants must have a good level of spoken business English to be actively involved in all aspects of the programme.

Experience Level

- ✓ **S Senior Managers**
- ✗ M Managers
- ✗ NM New Managers
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

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PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

“The methodology to develop a structure was a key learning and an asset for me. Best practice sharing with the attendants as well the lecturer was also good to have.”

Bulend Alpay, PPG INDUSTRIES KIMYA, Turkey

Successful Project Management

3 Days

€2,950

Structure your projects and take control of implementation. Learn practical skills and use project management best practice to deliver your projects on schedule, on cost and within scope. Measure your progress and report on it.

Learn & Practise

After participating in this programme, you will be able to:

- Translate changes in the healthcare environment into competitive strategies for sustainable growth
- Identify how the different business areas really work together
- Gain deeper understanding of broader financial and strategic contexts
- Support strategic goals from top management and implement them faster and more effectively
- Align your team or group to concentrate on customer value through cross-functional improvements
- Enhance your value to your organization and expand your professional expertise
- Increase your business know-how with the best management methods and tools for your current and future career
- Make better business decisions and improve your contribution to the business

Typical Participants

Individuals who are new to project management, “accidental” project managers (i.e. professionals for whom project management is secondary to their jobs), business analysts, subject-matter experts from any field who contribute to projects, managers responsible for projects and experienced project managers looking to review current tools, techniques, and processes.

Experience Level

- ✗ S Senior Managers
- ✗ M Managers
- ✓ **NM New Managers**
- ✓ **SV Supervisors**
- ✓ **IC Individual Contributors**
- ✗ AP Admin Professions

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PMI Certified

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More information at www.mce.eu/pmi

“The facilitator did an excellent job of blending activities, and examples / stories to make the content relatable and applicable.”

Amy R

Project Management Excellence: The Complete Programme

5 Days

€3,950

Identify, quantify, plan for and manage project risks and requirements. Monitor, control and report on the project management teams progress against the project charter. Deliver your projects on schedule, scope, cost and quality.

Learn & Practise

After participating in this programme, you will be able to:

- Learn all aspects of project management from the perspective of the PMBOK Guide
- Acquire necessary prerequisite knowledge to enter a PMP Exam Prep training programme
- Achieve competence in the 10 project management knowledge areas and 5 process groups
- Master the 47 competencies outlined in the PMBOK Guide
- Learn the techniques of documenting project risks, assumptions and constraints
- Identify and perform stakeholder analysis
- Develop a WBS and create a project charter
- Determine the critical path of a project
- Staff your project for optimum results
- Gain more skills in executing, monitoring and controlling the tasks defined in your project plan

Typical Participants

Project managers, programme managers, and project team leaders who have several years of experience initiating, planning and managing projects, and project team members who are interested in enhancing their career by preparing to become a certified PMP.

Prerequisite: This programme requires you to have basic knowledge and experience in project management. It is not designed for total beginners in project management.

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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“ This class surpassed my expectations. The pedagogic acumen the facilitator brought to the table along with the content combined to make a truly worthwhile week. I am implementing the skills and knowledge in my own organization less than a week from finishing the workshop and it is being received well by my supervisors as well as the rest of my team. ”

Benjamin Franklin

Business Finance for Non-Financial Managers

3 Days

€2,950

Demonstrate your value and ROI to your boss. Interpret financial reports and make decisions based on the data. Draft an accurate budget. Defend your budgets and have better meetings with your finance colleagues.

Learn & Practise

After participating in this programme, you will be able to:

- Get a better understanding of the numbers side of your job
- Learn how to “think finance” and translate performance into financial terms
- Gain greater confidence with a working knowledge of business financials
- Understand the business dynamics of euros—and take initiatives that meet your short- and long-term goals
- Take the guesswork out of your decision making and deliver a better bottom line
- Expand your professional expertise—and your career opportunities
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practise using real-world examples and role plays over 3 interactive days

Typical Participants

This programme is designed for non-financial managers in every functional area of responsibility in all industries.

Note: Please bring a copy of your annual report (if available).

PMI Certified

This programme has been reviewed and approved by the Project Management Institute® (PMI).



You can build your key leadership, personal and business management skills and acquire PDUs for your PMI Certification at the same time.

More information at www.mce.eu/pmi

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

In Company

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“The instructor did a great job of framing up the topics and repeating the important parts to keep things fresh in your mind. The instructor also provided real business examples to keep things relevant.”

Rhonda H

The Strategic Controller: Adding Value to your Organization

3 Days

€3,450

Understand the changing role of controllers in all companies. Manage the four hats that every controller must wear: number cruncher, custodian, analyst and business partner. Be more confident in your role.

Learn & Practise

After participating in this programme, you will be able to:

- Define the scope and identify the four quadrants of the controller's job in today's business environment
- Controller as number cruncher: Ensure the timeliness and accuracy of financial statements
- Controller as custodian: Establish enterprise-wide controls to safeguard corporate assets and ensure compliance
- Controller as analyst: Define budgetary metrics and parameters to evaluate the financial health of the company
- Controller as business partner: Further the financial goals of the organization
- Align and apply the functions of the four quadrants of the controller role to a case study

During this programme you will:

- Network and learn from a diverse group of peers from different functions, industries and countries

Typical Participants

Corporate controllers, division and plant controllers, and assistant controllers who want to add value to their organization and careers by increasing their effectiveness in the four quadrants of the controller's job.

Experience Level

✗	S	Senior Managers
✓	M	Managers
✓	NM	New Managers
✓	SV	Supervisors
✓	IC	Individual Contributors
✗	AP	Admin Professions

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Also Available As

In Company

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“It was a great programme. The course content and method of dividing the role into four quadrants provided valuable structure and guidance. The instructor is excellent. This course was well worth the time and funds invested.”

Mary H

Financial Excellence: Create Value in your Organization

3 Days

€3,450

Differentiate your organization from the competition. Implement long-term strategic sustainable finance strategies that support the growth of your company. Understand the impact of global, complex and unstable markets on your strategy.

Learn & Practise

This programme applies the FEEL-THINK-DO methodology

After participating in this programme, you will be able to:

- link value creation enablers with various strategic options
- Explain to your team members the meaning of value creation and its impact on the sustainability of the company
- Choose and implement the adequate value creation drivers for your area
- Communicate clearly your implementation plan to your team members and management
- Monitor the implementation process
- Work on the development programme for your key team members with HR

Typical Participants

If you are a Finance or Business Manager with minimum 8 years business experience, management responsibility and a basic understanding of financial statements, this programme is for you.

It is also appropriate for newly appointed General Managers and Vice Presidents.

Experience Level

- ✓ S Senior Managers
- ✗ M Managers
- ✗ NM New Managers
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

In Company

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“ Without continual growth and progress, such words as improvement, achievement, and success have no meaning. ”

Benjamin Franklin

Successful Product Management

3 Days

€3,450

Learn the tools and techniques to manage a portfolio of products. Implement product management planning and understand critical reports. Calculate break-even sales formulas. Prepare your own marketing plan.

Learn & Practise

During and after participating in this programme, you will be able to:

- Understand the whys and hows of the product management process—and how to make the best use of it
- Gain marketing savvy and use it to perform your job effectively
- Set priorities and manage the profitability of your products or service
- Build effective working relationships with suppliers and with external and internal business partners
- Manage the financial aspects of product management
- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practise using real world examples and role plays over 3 interactive days

Typical Participants

Product managers and brand marketers and directors, and those who interact with them.

Note: Attendees should have two years of marketing experience.

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✓ SV **Supervisors**
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

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“ I really enjoyed the programme. The facilitator was able to provide real examples from world renowned companies to help illustrate the concepts, theories and practices taught during the course. This made it very easy for me to understand. In addition, there were plenty of opportunities given to me to apply these new teachings to my current company/role in class to practice what I have learned.”

Leo C

Powerful Value Propositions in B2B Markets

2 Days

€2,950

Create, Build and Use Powerful Propositions. Create a powerful value proposition for your organization that is attractive to customers. Use your value proposition to increase your business and make marketing and sales communications more relevant to your market.

Learn & Practise

During and after participating in this programme, you will be able to:

- Distinguish between what is a good and what is a bad Value Proposition
- Assess your own existing Value Proposition
- Identify what to improve and how
- Build a powerful and dramatically improved Value Proposition
- Identify actions required to build the value delivery system your organization needs in order to deliver your Value Proposition
- Walk away with a Value Proposition Plan
- Network and learn from a diverse group of peers from different industries and countries

Typical Participants

If you are a Marketing Manager or Director looking to strengthen your strategy and Go-to-Market with a powerful Value Proposition, this programme is for you. It is valid for both B2B and B2C markets and uses many examples from both situations.

Experience Level

- ✓ **S** Senior Managers
- ✓ **M** Managers
- ✗ **NM** New Managers
- ✗ **SV** Supervisors
- ✗ **IC** Individual Contributors
- ✗ **AP** Admin Professions

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“Marketing is not the art of finding clever ways to dispose of what you make. It's the art of creating genuine customer value.”

Philip Kotler

B2B Marketing Strategy

4 Days

€3,950

Get the right tools to create and implement a value-based B2B Marketing Strategy. Include customer centricity, seller-buyer relations, innovation, value chain integration, emerging markets and the role of internet in B2B market into your strategy.

Learn & Practise

After taking this programme, you will be able to:

- Create and implement a value-based B2B marketing strategy
- Identify those trends that are impacting your industry and how to address them
- Understand in greater depth the main categories of customer value propositions and what it takes to provide true value, drive customer loyalty, and create sustainable advantage
- Generate sustainable, predictable, and profitable growth
- Integrate marketing strategy in support of your value proposition
- Evaluate new forms of collaboration with value chain partners and customers
- Identify leadership actions required to align people, processes and metrics in support of your strategy
- Align people, processes and metrics in support of your strategy

Typical Participants

General Managers, Product, Brand and Marketing Managers on a senior level in industrial markets who have the responsibility for developing and implementing a value-based B2B Marketing strategy, and who manage the marketing and technology processes that support the strategy.

Experience Level

- ✓ **S Senior Managers**
- ✗ M Managers
- ✗ NM New Managers
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

⚙️ In Company

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“ I learned by own experience that workshops in MCE is not a useless waste of time, efforts and money. This is very effective investment in development of itself as professional. ”

Marat Shayzhanov, Dealer Sales Representative, Toshiba CIS, Russia

Successful Selling Techniques for the New or Prospective Salesperson

2 Days

€2,450

Find new customers. Develop relationships and rapport with existing clients. Close more deals and reach your sales targets. Grow in your role in a very competitive world.

Learn & Practise

After participating in this programme, you will be able to:

- Identify the behaviours and skills of a successful sales professional
- Describe different types of selling models
- Identify elements of the sales framework
- Understand prospecting basics and be able to conduct a sales call
- Use a customer-centered selling approach to provide value
- Choose a closing technique to earn the business
- Complete a formula to achieve sales goals
- Manage the customer relationship on an ongoing basis

Typical Participants

Salespeople, sales support, as well as potential candidates for sales positions who want to build and revitalize their existing selling skills.

Experience Level

✘	S	Senior Managers
✘	M	Managers
✓	NM	New Managers
✓	SV	Supervisors
✓	IC	Individual Contributors
✘	AP	Admin Professions

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“The facilitator knew how to relay his knowledge in a way that made it easy and exciting to learn. He was also funny so that made the class more enjoyable. He shared real experiences that were relatable and applicable to what was being discussed. He also used others experiences in the class to teach from, giving those participants real insight on the situation that they were facing.”

Dinah S

Sales Management for the Newly Appointed Sales Manager

3 Days

€3,450

Find a good balance between your role in the management team and as leader of the sales team. Learn how to fill open positions on your team with the right people. Gain the respect of your team. Maximise the skills of each sales person. Develop your leadership style and potential.

Learn & Practise

After participating in this programme, you will be able to:

- Build your management skills and make a smooth transition to sales expert manager
- Win respect by building your management skills
- Ensure your team's productivity through recruiting, training and coaching skills
- Effectively plan—and target—customers and territories
- Successfully plan your logistical operations and organizational structure

During this programme you will:

- Network and learn from a diverse group of peers from different functions, industries and countries
- Develop a personal action plan to implement back at work
- Learn and practise using real-world examples over 3 interactive days

Typical Participants

Newly appointed or prospective sales managers who need the tools to respond to customer, team and company needs.

Experience Level

- ✗ S Senior Managers
- ✗ M Managers
- ✓ **NM New Managers**
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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Also Available As

⚙️ In Company

Dates and locations on www.mce.eu and in the MCE Training Calendar

“The instructor did a great job using his real world experience to enhance the educational materials. His consistent examples helped to demonstrate how these techniques can be adapted to real life. He was very enthusiastic and held my attention for the 3 day class. He tailored the material to fit your exact job and gave great action steps to put into place.”

Kaylen H

Successful Human Resources Management

3 Days

€3,250

Add value to your organization as a Human Resources Professional. Attract, engage, develop and retain the best employees. Align your activities to the company's business strategy. Apply best practices in talent and performance management.

Learn & Practise

After participating in this programme, you will be able to:

- Think differently and be able to explain the focus of HR Management work in companies with different strategies
- Effectively address HRM issues and generate ideas to better address these issues in your company
- Present your HRM role and plans in an elevator pitch convincingly
- Take action with a concrete plan on how to implement insights and learnings of the programme directly back at work
- Implement the first steps within 4 weeks of the programme
- Network and learn with a diverse group of HR Professionals from different industries and countries
- Learn and practise the new skills using case studies, real examples and roleplays over 3 interactive and challenging days

Typical Participants

This programme is for you if you are an HR Generalist with less than 5 year experience and want to gain a better understanding of the full spectrum of different HR activities to be a stronger contributor to your company's strategic ambitions. This programme will enable you to integrate the fullness of HR practices so as to expand and deepen your practice as an HR generalist.

Experience Level

- ✗ S Senior Managers
- ✓ M **Managers**
- ✓ NM **New Managers**
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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“ A great person attracts great people and knows how to hold them together. ”

Johann Wolfgang Von Goethe

Human Resources Strategy: Designing and Implementing Your Strategic HR Plan

3 Days

€3,450

Designing and Implementing Your Strategic HR Plan. Develop a Human Resources Strategy for your company. Convince Stakeholders of your HR plan and drive implementation. Take into account the fast-moving business and people environment.

Learn & Practise

This programme applies the **FEEL-THINK-DO methodology**. After participating in this programme, you will be able to:

- Apply and articulate the impact of major business trends on the HR function and your company
- Conduct an assessment of your required skills and identify potential gaps
- Learn about leadership and company culture and how to change it
- Gather insights from professional HR coaches and exchange views on HR with other managers from across the globe
- Develop a concrete plan on how to influence key stakeholders
- Develop a dedicated, customized HR strategy for your company
- Take the first step into your future and create a roadmap for implementing your HR strategy
- Develop a concrete plan on required core actions, to drive forward your company, its HR strategy and its culture and leadership

Typical Participants

If you are an HR leader who needs to learn how to develop and implement an HR strategy, this programme is crucial for you.

Experience Level

- ✓ **S Senior Managers**
- ✗ M Managers
- ✗ NM New Managers
- ✗ SV Supervisors
- ✗ IC Individual Contributors
- ✗ AP Admin Professions

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- 🌐 **www.mce.eu**

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“The best way to predict the future is to create it.”

Peter Drucker

Communication Skills	Duration	JAN	FEB	MAR	APR	MAY	JUN
Business Writing for the Multilingual Professional	3 days			12-14 (BRU)			
Effective Presentation Skills	3 days		19-21 (BRU)			16-18 (BRU)	
Communicating Up, Down and Across the Organization	2 days		19-20 (FRA)	12-13 (PRA)	23-24 (BRU)	14-15 (ZUR)	
Communicating to Your Senior Management and Key Stakeholders	4 days		19-22 (LON)		23-26 (PRA)		
How to Communicate with Diplomacy, Tact and Credibility	2 days		22-23 (ZUR)	08-09 (FRA)		14-15 (BRU)	

Influencing and Negotiation Skills	Duration	JAN	FEB	MAR	APR	MAY	JUN
Getting Results Without Authority	3 days		19-21 (FRA)				25-27 (PRA)
Developing Personal Influence and Impact	4 days	22-25 (BRU)		19-22 (LON)	16-19 (FRA)		25-28 (PAR)
Interacting with Others to Get Things Done	3 days		19-21 (BRU)				
Negotiating to Win	3 days		19-21 (ZUR)	19-21 (PAR)	16-18 (PRA) 16-18 (MIL)		

Administrative Professionals And Executive Assistants	Duration	JAN	FEB	MAR	APR	MAY	JUN
The Professional Executive Assistant	4 days					14-17 (PRA)	
Communication and Influence for Executive Assistants	3 days						
Partnering with Your Boss: Strategic Skills for Administrative Professionals	2 days						
Management Skills for Administrative Professionals	3 days					14-16 (PRA)	

Women in Business	Duration	JAN	FEB	MAR	APR	MAY	JUN
Assertiveness Training for Women in Business	3 days		19-21 (FRA)				25-27 (PRA)
Executive Presence for Women	2 days		22-23 (FRA)				14-15 (BER)
Leadership Development for Women	2 days			12-13 (PRA)			

People Management Skills	Duration	JAN	FEB	MAR	APR	MAY	JUN
Management Skills for New Managers	3 days		19-21 (FRA)	19-21 (BRU)		14-16 (BUC) 23-25 (STO)	25-27 (PAR)
Successfully Managing People	3 days	22-24 (BRU)	21-23 (MUN)	05-07 (FRA) 19-21 (PAR)	16-18 (MIL)	14-16 (BUC) 23-25 (ZUR)	25-27 (PRA)
Managing People in an International Environment	4 days	22-25 (BRU)		12-15 (PRA)	23-26 (BRU)		

Leadership Skills	Duration	JAN	FEB	MAR	APR	MAY	JUN
Preparing for Leadership	2 days	25-26 (BRU)		15-16 (COP)			14-15 (BER)
Developing Executive Leadership	3 days			19-21 (BRU)			
The Voice of Leadership	3 days			14-16 (PRA)		23-25 (FRA)	
Leading Virtual Teams	2 days		22-23 (ZUR)				
Leading with Emotional Intelligence	3 days						25-27 (PRA)
Advanced Leadership Programme	4 days		19-22 (BRU)			14-17 (PRA)	
Strategic Leadership for Senior Managers	4 days			12-15 (BRU)			

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Communication Skills	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
Business Writing for the Multilingual Professional	3 days	16-18 (LON)				12-14 (BER)	
Effective Presentation Skills	3 days			24-26 (FRA)		21-23 (PRA)	
Communicating Up, Down and Across the Organization	2 days		06-07 (BRU)	27-28 (BRU)	15-16 (FRA)	19-20 (PRA)	06-07 (FRA)
Communicating to Your Senior Management and Key Stakeholders	4 days		20-23 (LON)	24-27 (FRA)			03-06 (PAR)
How to Communicate with Diplomacy, Tact and Credibility	2 days	19-20 (LON)			11-12 (PRA)		06-07 (FRA)

Influencing and Negotiation Skills	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
Getting Results Without Authority	3 days		06-08 (BER)			19-21 (BRU)	
Developing Personal Influence and Impact	4 days		06-09 (MIL)		15-18 (BRU)	12-15 (ZUR)	03-06 (LON)
Interacting with Others to Get Things Done	3 days						
Negotiating to Win	3 days	16-18 (LON)		24-26 (BRU)		12-14 (BER)	

Administrative Professionals And Executive Assistants	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
The Professional Executive Assistant	4 days	16-19 (MIL)				12-15 (FRA)	10-13 (PAR)
Communication and Influence for Executive Assistants	3 days	16-18 (MIL)				12-14 (FRA)	12-14 (LON)
Partnering with Your Boss: Strategic Skills for Administrative Professionals	2 days	16-17 (MIL)					06-07 (LON)
Management Skills for Administrative Professionals	3 days					12-14 (FRA)	03-05 (LON)

Women in Business	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
Assertiveness Training for Women in Business	3 days				15-17 (BRU)		
Executive Presence for Women	2 days				18-19 (BRU)		
Leadership Development for Women	2 days	19-20 (PAR)					

People Management Skills	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
Management Skills for New Managers	3 days		06-08 (MIL)			12-14 (BER)	03-05 (LON)
Successfully Managing People	3 days		06-08 (BRU)	24-26 (BRU)	08-10 (PRA)	19-21 (COP) 26-28 (BRU)	10-12 (PAR)
Managing People in an International Environment	4 days	16-19 (MIL)	20-23 (LON)		15-18 (BER)		03-06 (LON)

Leadership Skills	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
Preparing for Leadership	2 days				11-12 (PRA)		
Developing Executive Leadership	3 days		06-08 (BER)		15-17 (PAR)		
The Voice of Leadership	3 days	16-18 (LON)		17-19 (BRU)	15-17 (ZUR)		
Leading Virtual Teams	2 days			17-18 (BRU)		15-16 (FRA)	
Leading with Emotional Intelligence	3 days						03-05 (FRA)
Advanced Leadership Programme	4 days	16-19 (LON)				12-15 (FRA)	
Strategic Leadership for Senior Managers	4 days	16-19 (PAR)		24-27 (BRU)			10-13 (LON)

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Mini MBA	Duration	JAN	FEB	MAR	APR	MAY	JUN
5-Day Mini MBA	5 days		19-23 (BRU)	05-09 (FRA) 12-16 (PRA) 19-23 (STO)	16-20 (COP)		25-29 (PAR)
5-Day Mini MBA for the Pharma and Biotech Industry	5 days			12-16 (BAS)			11-15 (MIL)
Business Strategy	Duration	JAN	FEB	MAR	APR	MAY	JUN
Business Strategy and Planning for Managers	3 days		19-21 (ZUR)				
Strategic Leadership for Senior Managers	4 days			12-15 (BRU)			
Project Management	Duration	JAN	FEB	MAR	APR	MAY	JUN
Successful Project Management	3 days			12-14 (PRA)		14-16 (FRA)	
Project Management Excellence: The Complete Programme	5 days		19-23 (ZUR)		16-20 (LON)		
Finance	Duration	JAN	FEB	MAR	APR	MAY	JUN
Business Finance for Non-Financial Managers	3 days		19-21 (FRA) 26-28 (COP)	05-07 (PAR) 19-21 (BRU) 19-21 (STO)	16-18 (PRA)		11-13 (BER)
The Strategic Controller: Adding Value to Your Organization	3 days			19-21 (BRU)			
Financial Excellence: Create Value in Your Organization	3 days			19-21 (BRU)			
Marketing	Duration	JAN	FEB	MAR	APR	MAY	JUN
Successful Product Management	3 days		19-21 (FRA)	12-14 (BRU)	16-18 (PRA)		
Powerful Value Propositions in B2B Markets	2 days				16-17 (FRA)		
B2B Marketing Strategy	4 days						
Sales	Duration	JAN	FEB	MAR	APR	MAY	JUN
Successful Selling Techniques for the New or Prospective Salesperson	2 days			12-13 (BRU)			
Sales Management for the Newly Appointed Sales Manager	3 days			12-14 (BRU)			
Human Resources	Duration	JAN	FEB	MAR	APR	MAY	JUN
Successful Human Resources Management	3 days		19-21 (BRU)				
Human Resources Strategy: Designing and Implementing Your Strategic HR Plan	3 days				16-18 (FRA)		

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Mini MBA	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
5-Day Mini MBA	5 days		06-10 (LON)		15-19 (ZUR) 15-19 (PAR)	12-16 (BER) 19-23 (BRU)	10-14 (LON)
5-Day Mini MBA for the Pharma and Biotech Industry	5 days				08-12 (BAS)		03-07 (FRA)
Business Strategy	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
Business Strategy and Planning for Managers	3 days	16-18 (LON)			08-10 (PRA)		03-05 (LON)
Strategic Leadership for Senior Managers	4 days	16-19 (PAR)		24-27 (BRU)			10-13 (LON)
Project Management	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
Successful Project Management	3 days	16-18 (PAR)		24-26 (BRU)		12-14 (ZUR)	
Project Management Excellence: The Complete Programme	5 days	16-20 (MIL)			15-19 (FRA)		03-07 (LON)
Finance	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
Business Finance for Non-Financial Managers	3 days		06-08 (MIL)	17-19 (BRU)	15-17 (ZUR)	12-14 (FRA) 19-21 (COP)	
The Strategic Controller: Adding Value to Your Organization	3 days				08-10 (BRU)		
Financial Excellence: Create Value in Your Organization	3 days				15-17 (FRA)		
Marketing	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
Successful Product Management	3 days	16-18 (LON)			15-17 (FRA)		
Powerful Value Propositions in B2B Markets	2 days				11-12 (BRU)		
B2B Marketing Strategy	4 days	16-19 (PAR)				12-15 (BER)	
Sales	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
Successful Selling Techniques for the New or Prospective Salesperson	2 days		06-07 (BER)				
Sales Management for the Newly Appointed Sales Manager	3 days	16-18 (PAR)					
Human Resources	Duration	JUL	AUG	SEPT	OCT	NOV	DEC
Successful Human Resources Management	3 days				08-10 (PRA)		
Human Resources Strategy: Designing and Implementing Your Strategic HR Plan	3 days			24-26 (BRU)			

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Key Facts about MCE



55

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