

# Seminar Portfolio

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# Innovation

## Effective Innovation Culture and Innovation Management

An effective organizational culture is the basis for innovativeness.

### Topics

**Recognize key characteristics of an innovation culture:** The culture of an organization is unique, and the palette of traits that characterizes an innovation culture is polychrome, but above all colorful and dazzling. What for the one is the ne plus ultra, may for the other be a mere irritation. But there are some characteristics that are essential for an innovation culture.

**Analyze adaptation options:** Certain characteristics of an organizational culture define the organization. Changing those would destroy the character and that what makes the organization unique. Other characteristics simply happened to have emerged as a matter of habits.

**Customize innovation culture:** Every organizational culture is unique, and abstract traits such as "FREIRAEUME"<sup>1</sup>, empowerment, etc., need to be adapted to the specific culture of an organization.

**Integrating traits:** Newly defined and desired traits are to be coherently and harmoniously integrated into the organizational culture. Often distinctive perseverance is necessary to deal with obstacles and resistance. As ever so often, an open and honest communication is the best weapon.

### Your Benefit

- You get to **know** the most important characteristics of an **innovation culture**.
- You will learn to **analyze** your **organizational culture** and **check** its **ability to innovate**.
- You will learn to **adapt** the fundamental characteristics of an **innovation culture** to your requirements.
- You will find out how to **incorporate these characteristics** in your organizational culture.

### Target Group

- Manager responsible for innovation and change processes
- Managers in staff and line functions that are entrusted with strategic responsibilities
- Entrepreneurs, founders and owners of companies

### Complementing Workshops

- From Idea to Innovation

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1: The German noun FREIRAEUME refers to what is ordinarily called "free space," and also what is called "room for ideas", "room for self-actualization" and the likes. FREIRAEUME refers to the kind of opportunities given, that allow to pursue activities that are not on the specified agenda e.g. to create and follow up with new ideas.

## From Idea to Innovation

Innovation is essential for survival,  
but someone has to pay for it ...

### Topics

**Recognize interests:** Between inventors, decision makers and organizations inevitably a tension emerges that arises from pursuing different interests.

**Communicate ideas and inventions:** An idea only becomes an innovation when it is successfully launched in the market. This requires a common "language" which all of them understand – the inventors, decision makers and organizations.

**Integrate perspectives:** The perspectives of inventors, decision makers and organizations will be integrated in a business model, which enables a common "language" and communication platform for the tension field and ensures that the right questions can be asked and answered.

**Classify information possibilities:** In the different phases of innovation different information will be required or expected and are available or retrievable, respectively.

### Your Benefit

- You will **receive** a comprehensive, well-founded, well-structured **introduction to innovation management**.
- You will learn how to **develop** your invention into a **business model**.
- You will learn to **combine** the different elements of a **business model**, and find out which **modules** are available to you.
- You will be **introduced** to the fundamental **innovation instruments**.

### Target Group

- Specialists and experts dealing with innovation
- Innovation manager and managers responsible for innovation and change processes
- Professionals and managers in staff and line functions that are entrusted with strategic responsibilities
- Entrepreneurs, founders and owners of companies

### Complementing Workshops

- Effective Innovation Culture and Innovation Management
- Passion and Burden to Create

## Passion and Burden to Create

You have to uphold your passion to create and your creativity, to bear the burden of destruction and to overcome obstacles.

### Topics

**Uphold the passion to create:** The creative person has a hard time, because in addition to personal change, of inner joy and fulfilment, in the process of creation there is a need to destroy and to overcome opposition – both internal and external.

**Recognize changes and transitions:** The passion to create is not only driven from an inner mental state. In many cases, external changes and transitions are the actual factors, which have to be accounted for (im)mediately.

**Evaluate burden to create:** The burden arises from the destructions to be executed, the obstacles to be overcome and the inevitable resistances that accompany the creation process – creative destruction. Some are predictable, others are random.

**Find the right mean:** In a fulfilling existence the passion to create and its inevitable burden should be in harmonious balance which is very personal and individual and which depends on a variety of factors.

### Your Benefit

- You will discover the **drivers** of your **passion to create**, and how you can **address potential contradictions**.
- You will learn techniques to **timely identify the areas of action** in a changing environment and changing in time.
- Based on your individual assessment of the burden of the creative process you will improve your **dealing with complexity**. You will learn to make decisions then when it is necessary.
- You will find ways and means to **find and to maintain** your vested **balance** of passion and burden.

### Target Group

- Professionals and managers from research and development
- Entrepreneurs, founders and owners of companies
- Managers in staff and line functions that are entrusted with strategic responsibilities
- Innovation manager and managers responsible for innovation and change processes

### Complementing Workshops

- Power, Sensuality and Transcendence

# Business und Organizational Development

## Effective Business und Organizational Development

To prepare for the future, you need to continuously develop your business and your enterprise.

### Topics

**Identify, shape, analyze and evaluate options:** It may not always be the apparent, straightforward and obvious. Effective business and organizational development bets on a broad perspective on customers and markets with which surprising moments are develop. Breaking mental barriers makes a variety of other options visible.

**Define the organizational goals:** Each development option provides both opportunities and risks. Some of the options are on the "safe" way, are perpetuations of past experiences. Others change the externally visible profile of the organization when unsuspected paths are taken. "Visioning" is the magic word. From this development paths are taken, and organizational goals and business targets are condensed.

**Design business strategies and plan implementation:** Well-meant decisions based on uncertain information and data determine the corporate strategy. An agile, effective corporate strategy pushes the "point of no return" as far as possible, tests, checks, tries and revises as necessary.

**Lead and implement the organization's development program:** Everyone always wants clear circumstances. Leading a business development program, however, means leading based on unclear requirements as well as finding constructive ways of delaying decision making and of dealing with uncertainty.

### Your Benefit

- Sie werden sich mit **Führung auseinandersetzen** und lernen, wie Sie konstruktiv Optionen offenhalten.
- You will learn to **develop the options** of your organization on a broad basis and to evaluate and envision, define and coordinate the organization's goals.
- You will learn the tools anew as you **design business strategies and portfolio and plan their implementation.**
- You will learn techniques on how **to better deal with and communicate uncertainties** and how to develop an **agile business strategy.**
- You will **tackle leadership** and learn how to keep open constructive options.

### Target Group

- Managers in staff and line functions that are entrusted with strategic responsibilities
- Entrepreneurs, founders and owners of companies
- Managers responsible for change processes

### Complementing Workshops

- Effective Innovation Culture and Innovation Management



# Market and Product Management

## Successful Market and Product Management

Position your products and services successful in the market –  
and keep them there.

### *Topics*

**Analyze markets and competitors and identify limits:** The success or failure of a product is reflected in its demand. Market analyses are an effective way to develop a "feel" for the market – but it's only a feel, no knowledge, no security. Here product life cycles provide insights.

**Define the target market position:** The product positioning qualifies and quantifies, where to the organization steers with the product (portfolio).

**Plan approach:** The approach is different whether a new product is introduced into the market or whether an existing product is being developed further, be it changes in the product or in markets that are addressed.

**Managing product or service:** This is hard work. Development, production and sales are to be reconciled and to be led, quite driven by numbers.

### *Your Benefit*

- You will learn to **analyze and evaluate markets and competitors**.
- You will learn techniques on how you **position your product** in the market, with good judgment and a sense of reality.
- You will **deal with planning processes** and learn how to **use your influence** even better.
- You will obtain ways and means to **do hard work** of product management **with fun and joy**.

### *Target Group*

- Professionals and managers in product management
- Professionals and managers in sales and development functions
- Professionals and managers in staff and line functions that are entrusted with strategic responsibilities
- Entrepreneurs, founders and owners of companies

### *Complementing Workshops*

- Effective Program and Project Management

# Change and Transition

## Change, Transition and their Management

A constantly changing environment requires skillful and routinely managed adaptations, changes and transformations of the enterprise.

### Topics

**Design changes and transitions:** An organization has to deal with the ongoing changes and the constant transitions in both in the environment and within the organization. Change management is daily business.

**Diagnose and analyze potentials and deficits:** With the change equation, critical aspects are revealed and the systemic contexts disclosed. From this, goals can be formulate in a chronological order.

**Lead change projects:** Based on the outlined goals a change project is established. In change projects a variety of aspects are to be considered. Change projects are by their very nature contingent, i.e. the project must be able to deal flexibly and constructively with uncertainty and the unknown. In this communication plays a very crucial role.

### Your Benefit

- You will be **introduced to change management** in a structured and formalized manner.
- You will learn how to **better design change projects**.
- You will know how to best let your **personality as leader contribute** in change processes.
- You will learn which **communication tools are available** to you.
- You will get an introduction to the most **important and successful management tools** for change processes.

### Target Group

- Professionals and managers in staff and line functions that are entrusted with strategic responsibilities
- Entrepreneurs, founders and owners of companies
- Managers responsible for change and innovation processes

### Complementing Workshops

- Effective Program and Project Management

## Leading Restructurings and Corporate Mergers

Restructurings and mergers are real challenges and these processes require skillful leadership to be successful.

### **Topics**

**Manage restructuring and merger:** Restructurings and/or mergers are on the agenda. The changes in business – competition and pressure on margins and costs, market expansion and globalization, to name just to most important ones – compel timely adjustments of business processes and organization to a changing environment.

**Diagnose and analyze critical peculiarities:** Each restructuring or merger has its peculiarities that need to be diagnosed and communicated. This results in unveiling the most urgent tasks and actions to maintain performance of the organization.

**Lead restructurings and mergers:** Restructurings/mergers take time. The integration of the changes in the current business without actually interfering with it, is the most important task of planning and implementing change.

### **Your Benefit**

- You will learn about the various **factors that influence restructuring and mergers.**
- You will learn how to **identify and recognize the specific peculiarities.**
- You will learn in which way **leadership is required**, and which **communication instruments are available.**
- You will learn how the **process of change is best initiated and managed** taking into account the specific peculiarities.
- You will get to **know and apply management tools** that have proven themselves many times over.

### **Target Group**

- Managers responsible for change and integration processes
- Entrepreneurs, founders and owners of companies
- Professionals and managers in staff and line functions that are entrusted with strategic responsibilities

### **Complementing Workshops**

- Effective Program and Project Management

# Program und Project Management

## Effective Program and Project Management

Programs and projects are effective tools to get things done.

### Topics

**Analyze the task(s):** The success or failure of a program or project depends crucially on the task description. Every project manager wants a task description as specific as possible – only the client usually won't be able to deliver this.

**Define the objectives:** The project objectives define the given time frame, the budget, and the criteria against which achievement is measured.

**Gain influence:** Modern forms of organization such as a matrix organizations create uncertainties since project managers usually have little formal power. Formal power and informal influence on the organization's activities should maintain a constructive ratio.

**Plan program or project:** Planning according to the project objectives is one of the most important tasks of project management. For this, suitable persons are sought for the project and tasks allocated correspondingly.

**Lead the program or project:** The basic assumption is: The project will NOT come about as planned. There is always uncertainty, will be with the unexpected, which just seem to appear from nowhere, to be dealt with.

### Your Benefit

- You will learn to **analyze and evaluate the tasks** in your project, and to **define and coordinate the project's objectives**.
- You will obtain ways and means to **gain and assert influence** in the organization.
- You will learn techniques on how to realistically **plan your project** and **select the persons** that are most suitable for the project.
- You will **tackle leadership** and learn how to better **prove yourself** in situations that are characterized by uncertainty and chance.

### Target Group

- Professionals and managers in project management
- Professionals and managers who want to learn more about program and project management
- Professionals and managers in staff and line functions that are entrusted with strategic responsibilities
- Entrepreneurs, founders and owners of companies

### Complementing Workshops

- Effective Innovation Culture and Innovation Management

# Sales and Sales Support



## Value Selling– the Business Case as Sales Instrument

Every customer is different! Communicate his benefits also in monetary terms and develop your partnership with your customer.

### Topics

**Develop business plans:** The evaluation of the economic consequences of decisions, are an indispensable instrument of managerial decision-making.

**Influence buying decisions:** In the sales process of complex products and solutions especially in the business customer environment (B2B) business case considerations can impact relevantly buying decisions.

**Develop jointly:** The joint development of a business case specifically for this customer often enforces the intensive debate of the situation between customer and sales representatives.

**Strengthen the business partnership:** The benefits of a business case are extremely multi-layered: they reach from full financial transparency (listing investments, estimating risks, forecasting cash flows, etc.) to strengthening the business partnership of seller and buyer.

### Your Benefit

- You gain this **decisive competitive advantage** in the sales process through the systematic use of customer specific business case calculations.
- You learn the methods and procedures of customer specific business cases, i.e. strategy, terminology, modelling, presentation.
- You will be enabled to **develop business cases jointly with customers**, to discuss them and to transparently and comprehensibly communicate the win-win situation.
- You will **considerably improve** and systematically document **business cases**, and present them attractively, unerringly and originally.

### Target Group

- Professionals and managers in sales and sales support functions
- Professionals and managers in product- and project management
- Professionals and managers who want to learn more about business cases and business models
- Professionals and managers in staff and line functions that are entrusted with strategic responsibilities
- Entrepreneurs, founders and owners of companies

### Complementing Workshops

- Effective Program and Project Management

# Others

## Power, Sensuality and Transcendence

Develop your own balance between  
the outside, the inside and the whole.

### Topics

**Lead and manage a large number of parallel processes:** Continuous change, increasing complexity and disruptive discontinuities with ever increasing dynamics are the constants in companies and organizations. In addition to the daily business, reorganizations, innovation projects and the implementation of other change processes are often on the agenda simultaneously.

**Maintain your own ability to perform and your motivation:** The challenge for every manager is to manage the tasks without compromise or loss of one's own performance and motivation. This applies not only in the professional, but also in the private, and ultimately in the personal sphere.

**Discover the personal importance of your own motives:** Power, sensuality and transcendence in their threesomeness are the essential drivers of a leader – the specific consideration of each of these three elements distinguishes leading from managing.

### Your Benefit

- You will **discover your driving forces and motives** and recognize and find your own balance.
- You will **expand your options of action** and **better deal with complexity**.
- You create conscious **awareness of your competencies and natural abilities** and strengthen them.
- You will be able to define your own **role as a leader** more precise and to successfully fill this role.

### Special Treat

- The three emperors of the German Staufer dynasty – Friedrich I “Barbarossa”, Heinrich VI and Friedrich II “Stupor Mundi” – will “accompany” through the seminar.



### Target Group

- Professionals and managers who deliberately want to get involved in leadership, originating from themselves for others for the benefit of all.

### Complementing Workshops

- Change, Transition and their Management
- Passion and Burden to Create

## **Glass Bead Game or Drawing from all Sources**

Open your known mainly unknown sources of knowledge and power  
to master challenges and to achieve goals.

### **Topics**

**Learn about and explore the various sources of knowledge and power:** A special challenge requires special methods to live up to it. Often one can feel that the methods and techniques acquired and applied in the course of life so far are insufficient or not the right ones to meet this challenge. This distinctiveness makes it necessary to draw knowledge and power from all known and unknown sources.

**Discover analogies and similarities:** In the course of life one has acquired a lot of knowledge. Much of it is present, but much more is just there without being actually present. The sources offer many opportunities to discover similar challenges and to draw analogies from the corresponding approaches and designs to solve them.

**Finding relationships:** By addressing the fundamentally different sources, and by assembling and fitting the conveyed knowledge, opportunities arise to discover possibly hidden relationships and to expand skills and options so that the challenge can masterfully be met.

### **Your Benefit**

- You will **learn about and deal with** the various **new sources of knowledge and power**.
- You will **discover new methods and approaches** by which you can **master your challenge** in your spirit and according to your demands.
- You will **create your own access** to potential problem solutions in our Glass Bead Game.
- You will **develop** through your personal approach possibly **entirely new strategies, techniques and methods**.

### **Target Group**

- Professionals, managers and executives who deliberately want to get involved in somewhat different leadership.

### **Complementing Workshops**

- Power, Sensuality and Transcendence
- Change, Transition and their Management
- Passion and Burden to Create