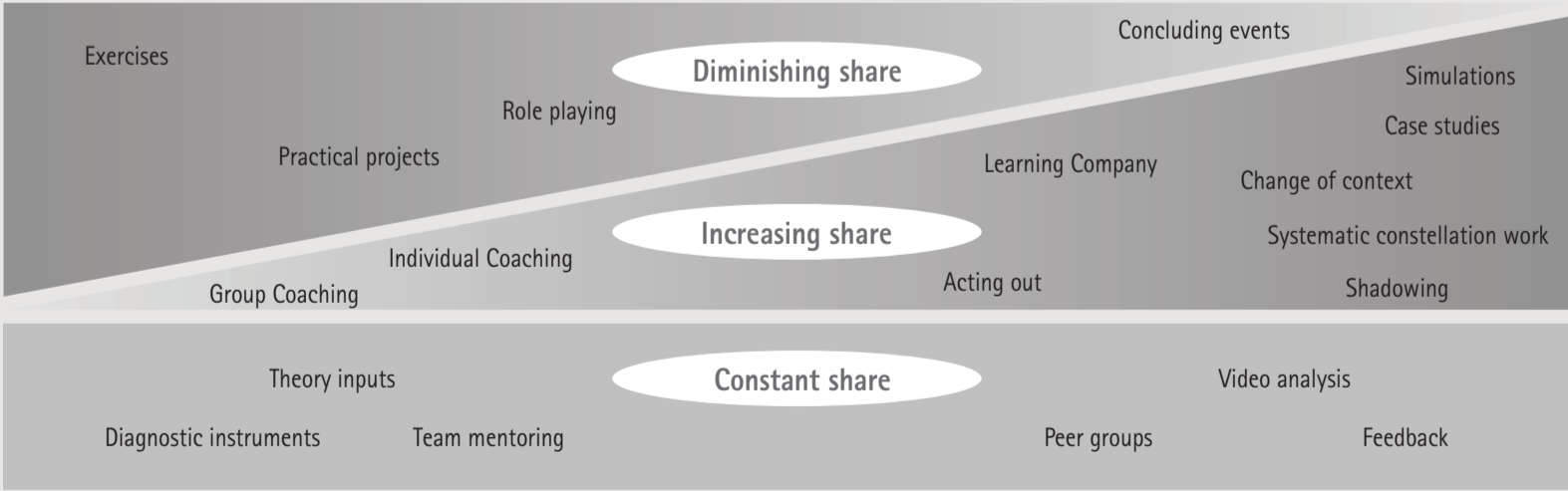



► Management Map [Matrix]

Management Skills	Subjects and Methods			
	Target group: Trainees and management trainees	Target group: First line management	Target group: Middle management	Target group: Top management
Developing vision and strategies	<ul style="list-style-type: none"> – Understanding strategies and concept and directing own actions accordingly 	<ul style="list-style-type: none"> – Supporting strategies and concept 	<ul style="list-style-type: none"> – Developing vision and strategies for own department – Exemplifying company and management culture 	<ul style="list-style-type: none"> – Directing organisation in market environment – Developing a vision for the company and deriving strategies from it – Creating company and management culture – Change management
Communicating clear aims and achieving aims together	<ul style="list-style-type: none"> – Clear-cut approval of aims by customer and systematic follow-up of these 	<ul style="list-style-type: none"> – Agreeing and monitoring realistic and sensible aims 	<ul style="list-style-type: none"> – Leading managers through aims 	<ul style="list-style-type: none"> – Taking strategic decisions (growth versus spin-offs/downsizing) – Managing complexities, ambiguities and risks
Devising and further developing structures and business processes	<ul style="list-style-type: none"> – Structured execution of tasks and projects 	<ul style="list-style-type: none"> – Systematic setting up of teams – Plan and steer application of resources – Being able to understand and manage change processes 	<ul style="list-style-type: none"> – Directing organisational units to face internal and external challenges – Assuring the flexibility of organisational units – Creating change processes 	<ul style="list-style-type: none"> – Organisational development – Initiating and steering change processes
Management and further development of staff	<ul style="list-style-type: none"> – Managing small project teams 	<ul style="list-style-type: none"> – Managing staff – Demand and encourage – Effective delegation – Manage according to situation 	<ul style="list-style-type: none"> – Managing the managers – Using delegation as development instrument – Coaching as management task – Encourage development of potential and career – Staff selection 	<ul style="list-style-type: none"> – Managing company units – Strategic selection of personnel
Devising and steering communications, cooperation and decision-making processes	<ul style="list-style-type: none"> – Effective, target group-oriented communicating – Recognising own conflict behaviour and using methods for clarification 	<ul style="list-style-type: none"> – Applying communications and feedback as management tools – Resolving conflicts constructively 	<ul style="list-style-type: none"> – Successful interface management – Meaningful steering of information and communications processes – Conflict mediation 	<ul style="list-style-type: none"> – Dealing with power politics and micro-politics – Cooperation within the management team
Self-guidance	<ul style="list-style-type: none"> – Preparing the transition from colleague to manager – Work plan – Strategic planning of own further development – Understanding and development of your own value system – Health management 	<ul style="list-style-type: none"> – Accepting management role – Managing your time and yourself – Stress management – Focus your actions to your own values – Health management 	<ul style="list-style-type: none"> – Reflecting the current life and management situation and developing a personal vision on the basis of your own value system – Health management 	<ul style="list-style-type: none"> – Values, ethics, morals (social contribution) – Work-Life-Balance – Dealing with dilemmas – Health management – Authenticity and credibility – Performance and result (Media)
Further subjects that can be offered on request, in cooperation with experts from inside or outside the company	<ul style="list-style-type: none"> – Employment law, Industrial Constitution law, Co-determination law, guidelines relevant to personnel, systems for development and agreeing on aims – Diversity/General Equality law – Compliance, Company law (AG-law, GmbH-law), Accounting – Budgeting, Controlling, Financing, Managing by Objectives – Investor Relations, Public Relations 			
Methods of training and intervention	 <p>The diagram illustrates training methods categorized by their share level across different management levels. It is structured as a large triangle divided into three horizontal sections:</p> <ul style="list-style-type: none"> Diminishing share (top section): Includes Exercises, Role playing, Practical projects, Learning Company, Concluding events, Simulations, and Case studies. Increasing share (middle section): Includes Individual Coaching, Acting out, Group Coaching, and Shadowing. Constant share (bottom section): Includes Theory inputs, Diagnostic instruments, Team mentoring, Peer groups, Video analysis, and Feedback. 			
Basis	<ul style="list-style-type: none"> – Learning by experience with evaluation, transfer planning 			
Programming	 <p>The programming section features a diagram with a large arrow pointing right, labeled "Increasing responsibility". To the right of the arrow, it states "... for content, main subjects and configuration of the study units".</p>			