



E-Learning programmes

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SOLUTIONS
BY CEGOS®



On 31st March 2011

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Management & Leadership

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Management & leadership content

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Managing Change



Managing change: identifying your profile



Objective:

To identify your change leadership style and increase your ability to become more adaptable.



In concrete terms, you will be able to:

Adapt your attitude and behaviour so as to build credibility.



Programme:

Defining a change leadership style.
The 4 main leadership styles.
Identifying your style.



Highlights:

Practical and detailed examples of the main change leadership styles.
Keys to using your strong points.
Self-assessment to discover your change leadership style.

■ **Duration:** 45 min.

■ **Languages available:**
English French German Portuguese
Italian Spanish Russian Hungarian
Chinese Korean Czech Arabic.

■ **Target audience:**
All managers.



This module is also part of a Global Learning by Cegos® programme:
Leading Change



Managing change: process and tools



Objective:

To develop tools and an approach for organising change objectives.



In concrete terms, you will be able to:

Define the expected change results.

Anticipate the effects of change on your entity or team.



Programme:

Change in terms of objectives.

Defining objectives and context.

Identifying the appropriate solutions for successful change.

Change accelerators and constraints.

Anticipating consequences.



Highlights:

Operational tools and actual case studies.

■ **Duration:** 45 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Russian, Hungarian,
Chinese, Korean, Czech, Arabic.

■ **Target audience:**
All managers.



This module is also part of a Global Learning by Cegos® programme:
Leading Change



Creating a vision of the future



Objective:

To anticipate and communicate the future positively to your people.



In concrete terms, you will be able to:

Share your vision with your people.
Define their role in precise terms.



Programme:

Proactiveness in building the future.
Learning about desired states.
Fielding questions.
Adopting the table of purposes.
Using metaphors.



Highlights:

Simple and practical steps.

■ **Duration:** 35 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Russian, Hungarian,
Chinese, Korean, Czech, Arabic.

■ **Target audience:**
All managers.



This module is also part of a Global Learning by Cegos® programme:
Leading Change



Managing change: strategic alliances



Objective:

To build your network of allies in the change environment.



In concrete terms, you will be able to:

Mobilise strategic alliances to push for change.



Programme:

Building networks.

Using different networks.

Identifying key players to push for change.

Recognising and managing fears.

Conflict strategies during change.



Highlights:

Appraisal of your current networks and allies for leading change.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Russian, Hungarian,
Chinese, Korean, Arabic.

■ **Target audience:**
All managers.



This module is also part of a Global Learning by Cegos® programme:
Leading Change



Triggering the dynamics for change



Objective:

To make all steps for change successfully.



In concrete terms, you will be able to:

Develop short-term and long-term, local and global perspectives.

Identify the pitfalls to avoid and the actions for success.

Engage and motivate your team for change.



Programme:

Thinking global and acting with precision.

Assimilate the theory of commitment.

Focusing on details and the first steps for change.

Best practises and pitfalls.



Highlights:

The main pitfalls to avoid.

Philosophy of change leadership.

■ **Duration:** 30 min.

■ **Languages available:**

English, French, German, Portuguese, Italian, Spanish, Russian, Hungarian, Chinese, Korean, Arabic.

■ **Target audience:**

All managers.

■ **Next step:**

Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Leading Change



Fundamentals of Management



Making a success of your first management



Objective:

To make a success of your first management posting.



In concrete terms, you will be able to:

Clarify the implications of your appointment as manager.

Overcome the first obstacles.

Switch from the expert's viewpoint to the manager's perspective.



Programme:

Preparing for changes.

Preparing for the initial expectations meeting with your boss.

Holding your first meeting as manager.

Meeting your co-workers.

Making your first decisions.



Highlights:

Simulations used to help you handle sensitive situations.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Portuguese
Italian Spanish Russian Chinese Dutch.

■ **Target audience:**
All newly appointed managers.



The management styles



Objective:

To adopt an effective management style.



In concrete terms, you will be able to:

Adopt an effective management style without its negative aspects.

Adapt your style to circumstances and co-workers.



Programme:

The different management styles.

The positive aspects of each management style.

Adapting management style to circumstances:
contextual management.



Highlights:

Practical case studies for managing co-workers.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Portuguese
Italian Spanish Russian Hungarian
Chinese Czech Arabic Dutch.

■ **Target audience:**
All managers.



This module is also part of a Global Learning by Cegos® programme:
Managerial Intelligence Level 1



Fostering and maintaining motivation



Objective:

To focus individual and collective energy for better performance.



In concrete terms, you will be able to:

Identify co-workers' motivation.
Work at motivating them.
Delegate and motivate effectively.



Programme:

Understanding how motivation works.
Using the right motivational levers.
Delegating and motivating.



Highlights:

Tips on how to motivate and delegate successfully.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese
Italian Spanish Russian Hungarian
Chinese Czech Arabic Dutch.
- **Target audience:**
All managers.



This module is also part of a **Global Learning by Cegos®** programme:
Managerial Intelligence Level 1



The situational skills of the manager



Objective:

To manage effectively using a systemic approach.



In concrete terms, you will be able to:

Identify the nature of a problem.
Understand the different perception levels to act effectively.



Programme:

Basic concepts in systemic analysis.
Analysing a situation or conflict using a systemic approach.
Handling all managerial situations effectively.



Highlights:

A practical and innovative approach for handling complex situations.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Portuguese
Italian Spanish Russian Hungarian
Chinese Czech Arabic Dutch.

■ **Target audience:**
All managers.



This module is also part of a Global Learning by Cegos® programme:
Managerial Intelligence Level 1



The relational skills of the manager



Objective:

To communicate effectively with your co-workers.



In concrete terms, you will be able to:

Choose the appropriate communication tools based on context and team needs.

Prepare and conduct a meeting or individual interview successfully.

Deal with errors and manage delicate situations.



Programme:

Setting up the right communication and information tools.

Taking team needs into account for consistent communication.

Preparing and conducting a team meeting.

Conducting an individual interview.

Managing sensitive situations.



Highlights:

The methodological and communication tools.

The practical exercises that will help you to adapt these to each situation, to become more effective in your individual and group relationships.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Portuguese
Italian Spanish Russian Hungarian
Chinese Czech Arabic Dutch.

■ **Target audience:**
All managers.



This module is also part of a **Global Learning by Cegos®** programme:
Managerial Intelligence Level 1



The emotional skills of the manager



Objective:

To manage your own emotions.



In concrete terms, you will be able to:

Understand how emotions work and encourage their positive effects.

As manager, become aware of your own feelings to manage them better.



Programme:

Understanding how emotions work.

Identifying and managing your own feelings.

Managing emotionally-charged situations.



Highlights:

Emotional intelligence applied to management.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Portuguese
Italian Spanish Russian Hungarian
Chinese Czech Arabic Dutch.

■ **Target audience:**
All managers.



This module is also part of a **Global Learning by Cegos®** programme:
Managerial Intelligence Level 1



Advanced Management Skills



Behavioural flexibility of the manager



Objective:

To enhance your flexibility as manager.



In concrete terms, you will be able to:

Overcome your inflexibility when dealing with unusual situations.

Adopt an appropriate response to ineffective behaviour.



Programme:

Identifying effective and ineffective behaviour.

Overcoming inflexibility.

Managing ineffective behaviour.



Highlights:

Practical issues.

Concrete examples.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Russian, Hungarian,
Chinese, Dutch.

■ **Target audience:**
All managers.



This module is also part of a **Global Learning by Cegos®** programme:
Managerial Intelligence Level 2



Guiding team and individual actions



Objective:

To motivate your team through a shared project.



In concrete terms, you will be able to:

Adopt a positive outlook despite changes.
Define and share a project for mobilising your team.



Programme:

Defining a project for your team.
Orientations and objectives for the project team members.
Managing conflicting priorities.



Highlights:

A practical approach to provide context for actions.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Russian, Hungarian,
Chinese, Dutch.

■ **Target audience:**
All managers.



This module is also part of a Global Learning by Cegos® programme:
Managerial Intelligence Level 2



Becoming a manager / coach



Objective:

To adopt the attitude and best practises of a manager / coach.



In concrete terms, you will be able to:

Understand the added benefits of being a manager / coach.

Develop your team's maturity.



Programme:

Becoming a manager / coach: benefits and issues.

What is a manager / coach?

Adopting the best practices of a manager / coach.

Coaching your team.



Highlights:

Coaching methods specifically adapted to the manager / coach.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Russian, Hungarian,
Chinese, Dutch.

■ **Target audience:**
All managers.



This module is also part of a **Global Learning by Cegos®** programme:
Managerial Intelligence Level 2



Effective decision-making



Objective:

To analyse management problems and make the appropriate decisions.



In concrete terms, you will be able to:

Analyse a situation rapidly.
Master decision-making techniques.



Programme:

Analysing before making a decision.
Anticipating the impact of your decisions.
Making and implementing decisions.
Encouraging co-worker decision-making.



Highlights:

An innovative approach to the decision-making process.
Tools for daily decision-making.
Self-analysis.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Russian, Hungarian,
Chinese, Dutch.

■ **Target audience:**
All managers.



This module is also part of a Global Learning by Cegos® programme:
Managerial Intelligence Level 2



Building win-win relationships with your team



Objective:

To improve your negotiation and communication skills.



In concrete terms, you will be able to:

Identify negotiation situations.
Negotiate with a win-win perspective.
Prepare and lead negotiations to achieve a win-win agreement.



Programme:

Definition of a win-win relationship.
Preparing your arguments.
Differentiating between position and interests.
Reaching a win-win agreement with your co-workers.



Highlights:

Practical tools for adopting a win-win attitude with your co-workers.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Russian, Hungarian,
Chinese, Dutch.

■ **Target audience:**
All managers.



This module is also part of a **Global Learning by Cegos®** programme:
Managerial Intelligence Level 2



The Manager / communicator



Objective:

To develop the impact of your presentations.



In concrete terms, you will be able to:

Adapt your presentation to context, objective and target audience.

Structure your message and prepare an introduction.

Adapt your impact using the appropriate level of complicity and behaviour.



Programme:

Preparing your presentation.

Organising your message for more effect.

Adapting the impact of your presentations.



Highlights:

The tools that will help you to prepare your presentation in a practical way and help you to combat stress.

Information about stress-related obstacles and the practical steps involved in the presentation preparation process.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Russian, Hungarian,
Chinese, Dutch.

■ **Target audience:**
All managers.



This module is also part of a **Global Learning by Cegos®** programme:
Managerial Intelligence Level 2



Handling emotions within your team



Objective:

To become an emotionally intelligent manager.



In concrete terms, you will be able to:

Manage individual and collective emotions.



Programme:

Reading emotional signals correctly.
Practising empathetic listening.
Responding adequately to co-worker emotions.
Identifying and managing collective emotions.



Highlights:

Emotional intelligence applied to management.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Russian, Hungarian,
Chinese, Dutch.

■ **Target audience:**
All managers.

■ **Prerequisites**
Participants who have completed
module M145.



This module is also part of a Global Learning by Cegos® programme:
Managerial Intelligence Level 2



Day to day negotiation for managers



Objective:

To conduct successful daily negotiations in order to master and manage your relationships with others.



In concrete terms you will be able to:

Adapt your strategy according to the different types of negotiation.
Use appropriate tools during difficult negotiations.



Programme:

Defining the negotiation framework.
Managing the key stages of the negotiation.
Structuring discussions when facing difficult situations.



Highlights:

Practical application of the DESC method.
Detecting the pitfalls of negotiation.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Russian.
- **Target audience:**
All managers who are new to the role or who wish to deepen their knowledge.
- **Prerequisites:**
Management experience.
- **Next step:**
Follow the other modules on the "Management & Leadership" topic.



Balancing the dual roles of people manager and technical expert



Objective:

To manage effectively by making the most of time with your team.



In concrete terms you will be able to:

Identify those times of the day that are for expertise and those that are for management.

Reduce the time spent on management by planning meeting time with your team.

Limit the time you devote to expertise to make room for management.



Programme:

Assuming the dual role of manager and expert.

Reducing your management time.

Managing your and your team's expertise.



Highlights:

Clear diagrams.

Quizzes.

Reflection on your professional role and on yourself as an individual.

- **Duration:** 30 min.
- **Languages available:**
English, French, Russian, Chinese.
- **Target audience:**
Managers responsible both for managing a team and for operational activities.
- **Prerequisites:**
Management experience.
- **Next step:**
Follow all the modules of the collection.



Management & Leadership

Leadership



Leadership best practice



Objective:

To identify leadership attitudes in your company or unit.
To bring out other leaders around and alongside you.



In concrete terms you will be able to:

Develop an innovation strategy and policy.
Encourage initiative and a willingness to take responsibility.
Identify, in conjunction with other people, the leaders in your company.



Programme:

Carrying out a leadership inventory.
Stimulating leadership in your company.
Identifying leadership counter-indications in order to deal with them.



Highlights:

The exercises that will help you to identify your place within your company in terms of leadership challenges.
The practical tips and techniques for each case study.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Italian, Spanish.
- **Target audience:**
Top managers, board members, managers of managers, directors of BUs, managers of large-scale projects.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Managing managers



Establishing leadership in the best way



Objective:

To transform your executive board into a high-performance management team.



In concrete terms you will be able to:

Build your leadership zone, or make it perform even more effectively if it already exists in your company. Choose the rules of the game that seem to you to be the most appropriate for your context, challenges and issues.

Guarantee trust between members and from the employees in the leadership zone.



Programme:

What is a leadership zone?
Defining the rules of the game in your leadership zone.
Avoiding mistakes in the leadership zone.



Highlights:

Using these concrete case studies to learn more about the ground rules of leadership zones.

Asking yourself the right questions so that you can revisit your leadership zones.

- **Duration:** 30 min.
- **Languages available:** English, French, Portuguese, Italian, Spanish.
- **Target audience:** Top managers, board members, managers of managers, directors of BUs, managers of large-scale projects.
- **Next step:** Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Managing managers



Securing managerial support for leadership



Objective:

To ensure that managers of managers and operational managers adopt leadership attitudes: to encourage them to bring out leadership potential in those around and alongside them.



In concrete terms you will be able to:

Involving your managers and project managers in the leadership process by:

- explaining them what is at stake, and their role in the process;
- involve them so that they become a real source of ideas and innovations;
- support them to help them to 'succeed in helping their staff to succeed';
- making sure that you too are part of the virtuous circle of 'succeeding in helping others to succeed'



Programme:

Clarifying the roles of managers in terms of developing leadership.
Involving managers by including them.
Coaching managers so that they succeed in helping their staff to succeed.



Highlights:

The operational process for increasing collective competence and creating a model for making progress.

- **Duration:** 30 min.
- **Languages available:** English, French, Portuguese, Italian, Spanish.
- **Target audience:** Management executives. Managers of managers who want their managers to adopt leadership attitudes.
- **Next step:** Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Managing managers



Personal impact and charisma in leaders



Objective:

To make the most of your personal charm, impact on other people and authority.



In concrete terms you will be able to:

Demonstrate your charisma when working with others: in interviews, meetings, conferences etc.
Inspire enthusiasm in your staff.
Feel comfortable about asserting your authority and enable managers and project managers to assert theirs.



Programme:

Developing your personal impact and charisma.
Inspire enthusiasm in your staff so that they feel even more committed to serving customers and users.
Asserting your authority and enabling others to assert theirs.



Highlights:

Discovering the secrets of real leaders.
Mobilising your team's energy to deal with the company's long-term challenges.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Italian, Spanish.
- **Target audience:**
Management executives, BU directors, directors of subsidiaries, etc.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Managing managers



Five levers for producing great leaders



Objective:

To learn the five excellence criteria for leaders.
To improve your talent in each of these criteria.



In concrete terms you will be able to:

Be clear and precise about what you want.
Inspire goodwill and cooperation amongst the people around you.
Increase the acuity of your senses.
Develop behavioural flexibility.
Take responsibility for your choices.



Programme:

Defining precise objectives that support your vision.
Creating and maintaining cooperative relationships.
Observing the effects of your actions on a continual basis.
Demonstrating behavioural flexibility.
Staying true to yourself.



Highlights:

Discovering the postures and good practices of a leader.
The instantly applicable behavioural approach.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Italian, Spanish.
- **Target audience:**
Top managers, board members, managers of managers, directors of BUs, managers of large-scale projects.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Managing managers



Cross-functional Management



Positioning the cross-functional manager



Objective:

Positioning the cross-functional manager in the organisation and understanding the specific characteristics of the role.



In concrete terms you will be able to:

Consider the specific characteristics of your position in order to carry out your role successfully.
Clarify your objectives and the characteristics of your transversal role.
Obtain a global, systemic vision to complete your tasks successfully, no matter how the situation changes.



Programme:

Distinguishing between cross-functional management and other forms of management.
Positioning the cross-functional manager in his own context.
Positioning yourself in your role as a cross-functional manager.



Highlights:

Learning about cross-functional management by following a new manager who has just started a managerial position.
The practical fact sheets that support the module.

- **Duration:** 30 min.
- **Languages available:** English, French, Italian, Spanish.
- **Target audience:** All new cross-functional managers.
- **Next step:** Follow all the modules of the collection.



This module is also part of a **Global Learning by Cegos® programme:** Cross Functional Management



Lobbying strategy of the cross-functional manager



Objective:

To develop your network to increase your influence.



In concrete terms you will be able to:

Build a networking approach to actors in cross-functional processes to increase your influence. Distinguish between your networks of contributing actors and your network of affected actors.



Programme:

Drawing a map of relevant actors.
Assessing the resources you require for your transversal role.
Developing your influence with a suitable action plan.



Highlights:

The structured approach that will enable you to build your network and increase your influence, helping you to succeed in your cross-functional mission.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
All cross-functional, functional or operational managers.
- **Next step:**
Follow all the modules of the collection.
- **This module is also part of a Global Learning by Cegos® programme:**
Cross Functional Management



Ensuring cross-functional coordination



Objective:

To coordinate cross-functional activities effectively.



In concrete terms you will be able to:

Identify the different coordination mechanisms and their aims.

Use these mechanisms and the associated tools.

Evaluate and manage the impact of these mechanisms on stakeholders and their activities.



Programme:

Understanding coordination mechanisms.

Knowing how to use the different coordination mechanisms.

Managing the impact of coordination mechanisms on stakeholders.



Highlights:

Using a central case study to help you transpose your new knowledge to your own situation with ease.

The practical fact sheets to help you remember what you have learned.

- **Duration:** 30 min.
- **Languages available:** English, French, Spanish.
- **Target audience?** All cross-functional, functional or operational managers.
- **Taking it a step further:** Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Cross Functional Management



Effective cross-functional manager communication



Objective:

To adapt your communication to the specific characteristics of your role and to other people from different professional backgrounds.



In concrete terms you will be able to:

Introduce a relations system that encourages cooperation between stakeholders and their line managers.
Identify the professional frames of reference of the different stakeholders involved in a cross-functional mission.
Adapt your communication style to suit the frames of reference of other people and work with them to build a common frame of reference.
Deal with resistance caused by different frames of reference.



Programme:

Introducing a relations system that encourages cooperation
Understanding the different frames of reference of other people.
Adapting your communication to suit these frames of reference.
Managing resistance caused by different frames of reference.



Highlights:

Using a central case study to adapt your communication and encourage others to support your cross-functional mission.
The various practical fact sheets to help you remember what you have learned.

- **Duration:** 30 min.
- **Languages available:** English, French, Italian, Spanish.
- **Target audience?** All cross-functional, functional or operational managers.
- **Taking it a step further:** Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Cross Functional Management



Leadership of the Cross-functional manager



Objective:

To exercise your influence without a formal managerial link.



In concrete terms you will be able to:

Select the levers of influence and actions you need to make the stakeholders involved in a cross-functional mission more receptive and committed.

Use persuasive techniques to give your messages more impact.

Manage the different types of resistance shown by stakeholders.



Programme:

Using levers of influence as a cross-functional manager.
Exercising your leadership through persuasive techniques.

Dealing with resistance from stakeholders.



Highlights:

Using a central case study to deploy your leadership and obtain everyone's cooperation.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience?**
All cross-functional, functional or operational managers.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Cross Functional Management



Applied Personal Development

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Applied personal development content

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Personal Development



Improving communication by adapting to others



Objective:

To communicate better using synchronisation techniques.



In concrete terms, you will be able to:

Adopt the appropriate type of synchronisation.
Communicate better using simple synchronisation techniques.



Programme:

Understanding the benefits of being attuned to others.
The 3 types of synchronisation.
How to synchronise to communicate more effectively.
Desynchronising to refocus discussions.



Highlights:

A major communication tool.
Videos used for illustration and application purposes.

- **Duration:** 40 min.
- **Languages available:**
English, French, Spanish, Italian.
- **Target audience:**
All professionals.



Emotional intelligence fundamentals



Objective:

To understand emotional intelligence fundamentals.



In concrete terms, you will be able to:

Integrate emotions in interpersonal communication.



Programme:

Definition of emotional intelligence.
Understanding emotions.
Understanding the importance of managing emotions.
Dysfunctional emotions.
Developing your emotional self-awareness.



Highlights:

The role of emotions in relationships.
How to enhance your relationships.

- **Duration:** 30 min.
- **Languages available:** English, French, Portuguese, Italian, Spanish.
- **Target audience:** All professionals.



Understand how you deal with stress



Objective:

To identify how you deal with stress and its consequences on the organisation of your work.



In concrete terms, you will be able to:

Question your personal organisation.
Set up measures to improve it.



Programme:

Positive and negative stress.
The consequences of stress on the organisation of your work.
Using 3 strategies to manage and control stress.



Highlights:

Simple keys for identifying the consequences of stress in your company.

- **Duration:** 25 min.
- **Languages available:**
English, French, Portuguese, Italian, Spanish, Russian.
- **Target audience:**
All professionals.



Handling stress



Objective:

To use effective methods to manage daily stress.



In concrete terms, you will be able to:

Start managing stress.



Programme:

How to lessen the negative effects of stress.

Physical relaxation.

Benefits of breathing.

Using your personal "anti-stress" method.



Highlights:

The theory behind the methods, simple to understand and implement.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, Portuguese, Italian,
Spanish, Russian.

■ **Target audience:**
All professionals.



Assertiveness: know your profile



Objective:

To discover and improve your assertiveness.



In concrete terms, you will be able to:

Identify your strengths and areas of improvement.



Programme:

Characteristics of:

- Assertiveness
- Passiveness
- Aggressiveness
- Manipulation

Practical ways to reinforce your self-assertiveness.



Highlights:

Self-assessment to define your level of assertiveness and methods to reinforce your attitude.

- **Duration:** 30 min.
- **Languages available:** English, French, Portuguese, Italian, Spanish.
- **Target audience:** All professionals.



Assertiveness toolkit



Objective:

To use tools for self-assertion.



In concrete terms, you will be able to:

Say no.
Offer constructive criticism.



Programme:

Assertiveness: key concepts.
Methods for expressing constructive criticism.
Asking.
Saying no appropriately.



Highlights:

Simulations for self-assertion.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese
Italian Spanish.
- **Target audience:**
All professionals.



Self-esteem: how it works



Objective:

To understand how self-esteem works and take stock of your own situation.



In concrete terms you will be able to:

Capitalise on the benefits of self-esteem and self-confidence.
Begin the process of self-reflection.



Programme:

Defining self-esteem and self-confidence.
Identifying the steps to building self-esteem.
Understanding the obstacles to self-esteem.
Taking stock of your own situation.



Highlights:

Self-reflection.
Identifying your own difficulties and overcoming them.
Building your confidence step by step.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Italian, Spanish.
- **Target audience:**
All professionals who wish to improve their self-esteem and self-confidence.
- **Next step:**
Follow all the modules of the collection.



Maintaining your self-esteem



Objective:

Identifying and implementing a process of change to develop high self-esteem.



In concrete terms you will be able to:

Develop a high sense of personal fulfilment.
Improve your performance in your work life and personal life.
Adopt the relevant tools and reflect on the change required to develop higher self-esteem.



Programme:

Implementing a process of change.
Listening to and satisfying your own needs.
Satisfying your need for recognition.
Satisfying your need for coherence.
Remaining positive and reframing positively.



Highlights:

The simple, effective key elements you can use to increase your self-esteem.

- **Duration:** 30 min.
- **Languages available:**
English, French.
- **Target audience:**
All professionals who wish to improve their self-esteem and self-confidence.
- **Next step:**
Follow the other modules in the self-esteem collection.



Staying healthy



Objective:

How to maintain your physical and mental capabilities.



In concrete terms you will be able to:

Manage your sleep and your time for restoration effectively.

Create menus that will give you lots of energy.

Be at your best with regular exercise.



Programme:

Respecting your sleep cycles.

Sticking to your sleep patterns and giving yourself time to relax.

Ensuring you eat a balanced diet by using the food pyramid.

Understanding the importance of physical activity and making appropriate choices for your profile.



Highlights:

Simple, practical advice that is easy to apply and gives instant results.

- **Duration:** 30 min.
- **Languages available:**
English, French.
- **Target audience:**
All professionals.
- **Next step:**
Follow all the modules of the collection.



The four keys to developing self-esteem



Objective:

To use tools to help you learn more about yourself and position yourself in relation to others.



In concrete terms you will be able to:

Identify the strengths that you can use in your daily life.

Position yourself in relation to others.

Create self-confidence using suitable physical techniques.



Programme:

Recognising and reinforcing your sense of importance and uniqueness.

Developing your relationship boundaries and reinforcing your feeling of inner security.

Discovering your own fundamental identity.



Highlights:

Recognising all the qualities that make you unique - the key to self-confidence.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
All professionals who wish to improve their self-esteem and self-confidence.
- **Next step:**
Follow all the modules of the collection.



Interpersonal Effectiveness



The 3 pillars of interpersonal excellence



Objective:

To discover the 3 pillars of interpersonal excellence and enjoy successful relationships with others.



In concrete terms, you will be able to:

Enjoy successful interpersonal professional relationships.



Programme:

The 3 pillars of interpersonal influence.
Building your network strategy.
Engaging your personal qualities.
Developing effective relationships.



Highlights:

More productive professional relationships.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Portuguese
Italian Spanish Hungarian Chinese
Czech Dutch.

■ **Target audience:**
Middle management.



This module is also part of a Global Learning by Cegos® programme:
Interpersonal Excellence



Developing an interpersonal communication strategy



Objective:

To master the basics in developing an interpersonal communication strategy.



In concrete terms, you will be able to:

Use simple and concrete models for successful professional relationships.



Programme:

Creating your network map.
Adapting your level of influence.
Defining precise objectives.



Highlights:

A new perspective of your professional relationships.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Portuguese
Italian Spanish Hungarian Chinese
Czech Dutch.

■ **Target audience:**
Middle management.



This module is also part of a Global Learning by Cegos® programme:
Interpersonal Excellence



Knowing yourself better to communicate better



Objective:

To develop self-knowledge for better communication.



In concrete terms, you will be able to:

Evaluate and improve your personal qualities.



Programme:

The 4 main attitudes in interpersonal relationships.

Limiting your ineffective actions.

Engaging your values system.

Inspiring confidence among your colleagues.



Highlights:

Practical exercises and simple concepts.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Hungarian, Chinese,
Czech.

■ **Target audience:**
Middle management.



This module is also part of a Global Learning by Cegos® programme:
Interpersonal Excellence



3 routes to good communication



Objective:

To explore the 3 routes to good communication.



In concrete terms, you will be able to:

Use the main interpersonal communication keys.



Programme:

Tuning your non-verbal communication.
Communicating openly.
The 5 levels of listening.



Highlights:

Practical tools and recommendations.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Portuguese
Italian Spanish Hungarian Chinese Czech
Dutch.

■ **Target audience:**
Middle management.



This module is also part of a Global Learning by Cegos® programme:
Interpersonal Excellence



3 essential levers for building a winning co-operation



Objective:

To define the basic elements needed for building a winning co-operation with others.



In concrete terms, you will be able to:

Understand the importance and benefits of co-operation.

Develop your reflexes.



Programme:

Winning through co-operation.

Identifying your co-operation margin with each individual.

Main obstacles to co-operation.



Highlights:

Simple and useful tools.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Portuguese
Italian Spanish Hungarian Chinese
Czech Dutch.

■ **Target audience:**
Middle management.



This module is also part of a **Global Learning by Cegos®** programme:
Interpersonal Excellence



Personal Development

Lead a fulfilling retirement



Successful retirement: managing your lifechange



Objective:

To prepare for the life change brought about by retirement and to project yourself into your new life.



In concrete terms you will be able to:

Identify the actions you need to take before your retirement.
Define the major changes ahead.
Recognise the values needed for a harmonious retirement.



Programme:

Dealing with the life change positively.
Implementing the factors for a successful life change.
Identifying and defining your life project.
Defining your new life project in practical terms.



Highlights:

Self-reflection to enable you to create your life project.

- **Duration:** 30 min.
- **Languages available:**
English, French.
- **Target audience:**
All professionals coming to the end of their professional careers and who wish to prepare for their retirement.
- **Next step:**
Follow the module: Successful retirement: keys to a balanced lifestyle.



Successful retirement: keys to a balanced lifestyle



Objective:

Preparing for an enriching, fulfilling retirement.



In concrete terms you will be able to:

Adopt a lifestyle that will keep you healthy.
Apply relevant techniques to maintain your physical and mental agility.
Identify all the factors for physical and emotional balance in your relationships with others.



Programme:

Preparing yourself physically for retirement.
Training and exercising your memory.
Building excellent relationships for a happy retirement.



Highlights:

The easy development of the three factors that will allow you to plan for a happy and fulfilling retirement.

- **Duration:** 30 min.
- **Languages available:**
English, French.
- **Target audience:**
All professionals coming to the end of their professional careers and who wish to prepare for their retirement.
- **Next step:**
Follow the module: Successful retirement: managing your lifechange.



Developing your creativity



The five secrets of creative minds



Objective:

To acquire the five fundamentals of creativity.
To encourage your work colleagues to become creative.



In concrete terms you will be able to:

Combine 'opposing' elements effectively.
Separate the production of ideas and the criticism of ideas.
Adopt an attitude that fosters creativity.



Programme:

Understanding the key concept in creativity: reconciling opposites.
Identifying the two-beat rhythm of the creative process.
Defining the three qualities of creative minds.
Measuring the importance of warming up.
Understanding that creativity is above all a question of attitude.



Highlights:

The treasure hunt.
The warm-up exercises.
The artistic and scientific references.

- **Duration:** 30 min.
- **Languages available:**
English French Italian Spanish Chinese.
- **Target audience:**
Managers and executives, innovation managers, project managers, engineers and R&D specialists.
- **Next step:**
Follow the other module in the collection.



Successfully animate a creativity session



Objective:

To identify and master the eight stages of a creative meeting to make it as productive as possible.



In concrete terms you will be able to:

Prepare for your meetings meticulously.
Select the participants.
Organise the materials you need for your meetings.
Lead your meetings methodically.
Select good ideas.



Programme:

Stating the meeting objective.
Selecting the participants according to their profiles.
Focusing on organisation.
Alternating between free production of ideas and production that considers the company's constraints.
Using three tools to evaluate the effectiveness of the ideas you choose.



Highlights:

A step-by-step programme to help you lead your meetings effectively.
Tips and tricks from experts.
The practical company case study.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
All leaders of creative meetings.
Innovation managers, project managers,
engineers and R&D specialists.
- **Next step:**
Follow the other module in the
collection.



Dealing with emotions and conflict



Impact of emotions in the workplace



Objective:

To identify and manage your emotions.



In concrete terms you will be able to:

Identify how your emotions work.
Develop your perception of emotions.
Use emotions to improve your relationship with others and resolve conflict.



Programme:

Identifying the importance of emotions in the workplace.
Identifying the interaction between emotions, conflict and trust.
Developing your emotional balance.
Resolving simple conflicts.



Highlights:

The coverage of all aspects of emotions and their impact on personal and collective effectiveness and in conflict management.

- **Duration:** 30 min.
- **Languages available:**
English French Portuguese Italian Spanish.
- **Target audience:**
All professionals.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Managing Emotions within Tough Situations



Developing your emotional conscience



Objective:

To gain an overview of how emotions work.



In concrete terms, you will be able to:

Understand the fundamental role of the brain in the mechanisms related to emotions.

Identify the six basic emotions as well as secondary ones.

Recognise the role of emotions in daily life.

Identify the usefulness of emotions.



Programme:

Understanding the role of the brain.

Identifying emotions.

Emotional intelligence.

Using your emotions.



Highlights:

Contributions from neurosciences into how emotions work.

Easy-to-understand diagrams that explain how the emotional circuit works and how to manage emotions.

- **Duration:** 30 min.
- **Languages available:**
English French Portuguese Italian Spanish.
- **Target audience:**
All professionals.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Managing Emotions within Tough Situations



Understanding emotional dysfunction



Objective:

To identify and manage incoherent emotional reactions.



In concrete terms, you will be able to:

Identify your emotions and emotional reactions.
Manage your own emotional reactions.
Deal with the reactions of others.



Programme:

Identifying incoherent emotional reactions.
Understanding incoherent emotional reactions.
Identifying the role of these reactions.
Improving the effectiveness of these reactions.



Highlights:

Simple and accessible frameworks to help you understand seemingly incoherent emotional reactions.
Accessible solutions for dealing with these reactions.

- **Duration:** 30 min.
- **Languages available:**
English French Portuguese Italian Spanish.
- **Target audience:**
All professionals.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Managing Emotions within Tough Situations



Understanding and expressing your anger positively



Objective:

To manage your anger positively.



In concrete terms, you will be able to:

Identify the first signs of anger.
Identify hidden messages.
Express your anger appropriately.
Managing anger in others.



Programme:

Identifying and understanding the source of anger.
Dealing with your own anger.
Dealing with anger in others.



Highlights:

The clear, practical examples of anger in the workplace.
The positive aspects of anger.
Practical ways of identifying your anger before it is too late.
Tips for dealing with anger in others.

- **Duration:** 30 min.
- **Languages available:**
English French Portuguese Italian Spanish.
- **Target audience:**
All professionals.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Managing Emotions within Tough Situations



Controlling your emotions



Objective:

To develop your capacity for self-control.



In concrete terms, you will be able to:

Understand why self-control is vital.
Use practical tools for self-control effectively.
Measure the importance of positive thinking.
Create your own action plan.



Programme:

Understanding why self-control is vital.
Using tools for managing emotions.
Using positive thinking.



Highlights:

The simple, practical keys to short-term self-control and preparing for better self-control in the long term.
The impact of positive thinking on self-control.

- **Duration:** 30 min.
- **Languages available:**
English French Portuguese Italian Spanish.
- **Target audience:**
All professionals.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Managing Emotions within Tough Situations



Professional efficiency

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Professional efficiency content

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Written Communications



How to write an effective e-mail



Objective:

To write effective e-mails easily.



In concrete terms, you will be able to:

Write a short e-mail with a clear and precise objective.



Programme:

Definition of an ineffective e-mail.

Stating a clear objective.

Structuring an e-mail.

Choosing an appropriate e-mail subject.



Highlights:

Practical steps.

Quick improvement method.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, Portuguese, Italian,
Spanish.

■ **Target audience:**
All professionals.



Error-free writing



Objective:

To improve your written communication with better spelling and grammar.



In concrete terms, you will be able to:

Write more confidently while respecting spelling and grammar.



Programme:

Improving your spelling.
Reviewing and applying the main grammar rules.
Assembling a text logically and chronologically.
Enriching and adapting your vocabulary.



Highlights:

An entertaining, simple and efficient method for professionals.
Development of self-confidence.

- **Duration:** 30 min.
- **Languages available:**
French.
- **Target audience:**
All professionals.



Writing techniques



Objective:

To write efficient summaries and reports.



In concrete terms, you will be able to:

Communicate the maximum number of ideas in the minimum amount of time.

Adapt your arguments to audience.



Programme:

7 points to arguing effectively.

The 3 argumentation techniques for defending an idea.

Summarising ideas rapidly.



Highlights:

The operational toolbox, along with practical exercises.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, Portuguese, Italian, Spanish.

■ **Target audience:**
All professionals.



Oral Communications



Preparing and structuring an oral presentation



Objective:

To speak in public successfully.
To prepare for an oral presentation.



In concrete terms, you will be able to:

Be more effective when preparing your oral presentations.



Programme:

Managing stage fright.
Using verbal and non-verbal communication.
Preparing and practising for your presentation.



Highlights:

Tips on managing stress, using notes, note-learning and handling memory lapses.

- **Duration:** 40 min.
- **Languages available:**
English French Portuguese Italian
Spanish Russian Chinese.
- **Target audience:**
All professionals.



Identify your communication's style



Objective:

To identify your communication style to improve how you communicate with others.



In concrete terms you will be able to:

Identify your communication style.
Understand the strengths of each style.
Build on your own style by using the strengths of other styles.
Adapt yourself to other communication styles.



Programme:

Being aware that there are several communication styles.
Understanding how to distinguish between styles, their similarities and differences.
Identifying your dominant style.
Developing your flexibility in communication situations.



Highlights:

Self-assessment and practical exercises to help you understand the different communication styles.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese
Spanish Chinese Dutch.
- **Target audience?**
Operational managers.
Anyone required to speak in public.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Creating and Delivering Powerful Presentations



Successfully adapt your message



Objective:

To adapt your message to your audience.



In concrete terms you will be able to:

Characterise the main situations in which public speaking is required within a company.
Take a step back to help you prepare your presentation more effectively.
Adapt yourself and your communication to different situations.



Programme:

Identifying the main situations in which public speaking is required within a company.
Gaining an aerial overview of the situation to help identify the target audience, what is at stake and the context.
Adapting your message for different situations.



Highlights:

Role plays to help you discover and focus on the main principles of rhetoric.
An original technique for adapting your message to all situations.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese
Spanish Chinese Dutch.
- **Target audience?**
Operational managers.
Anyone required to speak in public.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Creating and Delivering Powerful Presentations



Non-verbal communication and Synergology®



Objective:

To decipher the non-verbal communication clues of an audience or another person.



In concrete terms you will be able to:

Identify whether the other person is open to communication.
Detect the signs of interest or disinterest in an audience.
Identify unspoken messages.



Programme:

Learning the basic concepts of non-verbal communication.
Identifying whether another person is open or closed.
Deciphering unspoken messages and untruths.
Deciphering signals from an audience and adjusting your communication accordingly.



Highlights:

Content developed in partnership with the Institut Français de Synergologie, the key research institute for non-verbal communication.

- **Duration:** 30 min.
- **Languages available:**
English French Portuguese Spanish Chinese Dutch.
- **Target audience?**
Operational managers.
Anyone required to speak in public.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Creating and Delivering Powerful Presentations



Evade trick questions at meetings



Objective:

To learn to rephrase in order to develop active listening.



In concrete terms you will be able to:

Identify and manage the characteristics of a public presentation.
Determine what can make communication difficult.
Handle difficult situations in front of an audience.



Programme:

Handling situations in which speaking is difficult.
Asserting yourself without being aggressive.
Choosing the right rephrasing technique.
Answering questions.
Developing fast reflexes.



Highlights:

All the keys you need to make winning presentations and handle trick questions.

- **Duration:** 30 min.
- **Languages available:**
English French Portuguese Spanish
Chinese Dutch.
- **Target audience?**
Operational managers.
Anyone required to speak in public.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Creating and Delivering Powerful Presentations



Master 'cyber communications'



Objective:

To communicate with new IT and telecommunications tools.



In concrete terms you will be able to:

Identify the different communication tools at your disposal.

Master the rules for using different communication tools.

Learn about the problems associated with information and communication technologies.



Programme:

Identifying the new cyber communication tools.
Adopting good practices and avoiding the pitfalls.
Learning about the inherent limitations and risks associated with communication technologies.



Highlights:

An exhaustive overview of the different cyber communication tools, from how they work to how to put them into practice.

- **Duration:** 30 min.
- **Languages available:**
English French Portuguese Spanish Chinese Dutch.
- **Target audience?**
Operational managers.
Anyone required to speak in public.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Creating and Delivering Powerful Presentations



Time management



Considering how you spend your time



Objective:

To organise and optimise your time.



In concrete terms, you will be able to:

Identify and analyse your personal characteristics in managing time at work.



Programme:

Key perspectives in managing time.

Your professional role and the objective of your assignment.

The 4 levels of analysis.

Main reasons for wasted time.



Highlights:

Finding your own solutions for managing time.

■ **Duration:** 25 min.

■ **Languages available:**
English French Portuguese Italian
Spanish Russian Chinese.

■ **Target audience:**
All professionals.



Focusing on your priorities



Objective:

To manage time better by focusing on priorities.



In concrete terms, you will be able to:

Organise and plan your priorities.



Programme:

The 2 key dimensions in defining priorities: urgency and importance.

Clarifying priorities using the Critical Analysis of Schedule matrix.

Planning activities according to priorities.



Highlights:

The tools and strategies to prioritise and plan your activities.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Portuguese
Italian Spanish Russian Chinese.

■ **Target audience:**
All professionals.



The 12 guidelines of effective time management



Objective:

To manage time and availability at work.



In concrete terms, you will be able to:

Develop a strategy to optimise your relationship to the environment.

Use an agenda to plan your business.

Recognise the importance of personal organisation and workspace.



Programme:

Using information and communication tools.

Adapting flexibility to requests.

Continuous improvement based on how you work.



Highlights:

Optimising relationships with those around you and learning to say "no".

Rethinking your personal organisation and organisation of your work area to help you to manage your time.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Russian, Chinese.

■ **Target audience:**
All professionals.



Improving your memory



Objective:

To identify and evaluate how your memory works.
To learn effective memorisation strategies.
To improve memory performance.



In concrete terms you will be able to:

Practise improving your memory performance.



Programme:

Learning about your memory.
Evaluating your memorisation skills.
Choosing an effective memorisation strategy.
Over to you!



Highlights:

Discovering your preferred memorisation channel.

- **Duration:** 30 min.
- **Languages available:**
English, French.
- **Target audience:**
All professionals.
- **Next step:**
Follow all the modules of the collection.



Speed reading

**Objective:**

To identify and use the keys and rules of active reading.

**In concrete terms you will be able to:**

Choose and implement an suitable active reading strategy.

Process and memorise written information more quickly by improving your note-taking techniques.

**Programme:**

Abandoning misconceptions and having the courage to practise active reading.

Deciding whether or not to read by skimming.

Using spotting to find specific information.

Extracting the essential information from a text by skimming.

Memorising written information through deeper reading.

**Highlights:**

Learning the four key strategies of active reading, which you can immediately transfer to your day-to-day work.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Italian.
- **Target audience:**
All professionals.
- **Next step:**
Follow the other modules on this topic.



Dealing with time-consuming tasks



Objective:

To identify the obstacles to excellent time management.



In concrete terms you will be able to:

Deal with time-consuming tasks.
Distinguish time-consuming tasks that are useful for your objective and optimise them.
Eradicate ineffective time-consuming tasks.



Programme:

Identifying your time-consuming tasks.
Dealing with time-consuming tasks generated by other people.
Dealing with time-consuming tasks generated by the organisation.
Dealing with time-consuming tasks linked to new technologies.
Eradicating your own time-consuming tasks.



Highlights:

Your role as a coach: you are required to help the main character in the module and coach him, based on his particular situation.
Going beyond traditional time management techniques by focusing on your objectives.
Changing how you view time: seeing it not as a limitation but as an opportunity.

- **Duration:** 30 min.
- **Languages available:**
English French German
PortugueseSpanish.
- **Target audience?**
All staff with time management issues.
This module is particularly suited to project stakeholders.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Time management



Strategic time management



Objective:

To optimise the relationship between efficiency and effort.
To prioritise events according to their level of importance.



In concrete terms you will be able to:

Manage your time in a way that serves your goals without spreading yourself too thinly.
Detect opportunities to optimise the relationship between energy and efficiency.
Avoid false urgency.
Take a step back to help you accept your choices.
Make a useful contribution to the performance of your company or unit.



Programme:

Avoiding the traps of a chronological approach.
Choosing the right opportunities to act.
Optimising time variables.



Highlights:

Using a symbolic, mythological view of time to go beyond the linear approach and see time as a series of opportunities.
No longer seeing time as a limitation, but using it strategically.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese Spanish Dutch.
- **Target audience?**
All staff with time management issues.
This module is particularly suited to project stakeholders.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Time management



Focusing on your key priorities



Objective:

To identify the obstacles to excellent time management.



In concrete terms you will be able to:

Analyse your objectives effectively, deal with multiple sources of pressure and use appropriate organisational tools.

Clarify and structure how your role is defined, and the associated activities.

Make the right choices in terms of the stakes and the effort required.



Programme:

Distinguishing between what is essential, priorities and urgency.

Harmonising life spheres and roles.

Clarifying the priorities of your position.

Using the multiplication coefficients method.



Highlights:

The practical case study that gives you the tools you need to distinguish between genuine and false urgency and genuine and false priorities.

The assessment and practical tools you can use to analyse how you organise your own time.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese
Spanish Dutch.
- **Target audience?**
All staff with time management issues.
This module is particularly suited to
project stakeholders.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Time management



Improving performance through time perception



Objective:

To increase your flexibility by adapting yourself to different perceptions of time.
To manage your time in a global context.



In concrete terms you will be able to:

Identify the different cultural and personal perceptions of time and using their differences and similarities to your benefit.
Cooperate effectively in international and multicultural projects.
Optimise cooperation at a distance.



Programme:

Working effectively with different personal perceptions of time.
Cooperating with other cultural perceptions of time.
Working effectively at a distance.



Highlights:

Experiencing the journey of a multicultural, multi-skilled working group.
Self-assessment to discover your own profile ('Monochronic' or 'Polychronic').

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese Spanish.
- **Target audience?**
All staff with time management issues.
This module is particularly suited to project stakeholders.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Time management



Increasing your productivity in a fast-paced world



Objective:

To learn the three talents you need to be effective in a fast-paced, changing, complex world.



In concrete terms you will be able to:

Take a step back from unexpected events.
Develop your ability to remain calm, without succumbing to panic.
Choose the appropriate actions with the least risk.



Programme:

Developing the three talents:

- Distance: taking a step back;
- Consistency: remaining calm;
- Relevance: choosing the appropriate actions with the least risk.



Highlights:

A simple approach that goes beyond treating the symptoms and looks at the causes, giving practical, long-term results: you will no longer manage your time - you will optimise it by taking a step back and developing the three talents.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese Spanish.
- **Target audience?**
All staff with time management issues.
This module is particularly suited to project stakeholders.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Time management



Project Management

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Project Management



Project management essentials



Objective:

To understand why and how to deploy a project team in your company.



In concrete terms, you will be able to:

Master the performance-cost-time frame triangle.
Organise methodology and make the appropriate decisions.

Identify the key roles in the project team.

Evaluate the steering of the project.

Assume your role as project manager.



Programme:

Project contribution to your company.

Anticipating and organising the project progressively.

Identifying key players.

Steering the project.

Assuming your role as project manager.



Highlights:

Actual problems encountered by project managers.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Spanish,
Portuguese, Italian, Russian, Hungarian,
Chinese, Dutch.

■ **Target audience:**
Project team members.
Managers of project teams.



PMI® accreditation:
get 1 PDU to maintain
your PMP® or PgMP®
certification.



This module is also part of a Global Learning by Cegos® programme:
Effective Project Team Work



The project framework



Objective:

To define the project framework.



In concrete terms, you will be able to:

Ask the right questions during preparation.
Define the project charter.
Create a task flow chart.
Manage change requests.



Programme:

Preparing for the project.
The project charter.
Strengths and limitations of the task flow chart.
Change requests.



Highlights:

Actual problems encountered and solutions proposed.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Russian, Hungarian,
Chinese, Dutch.
- **Target audience:**
Project team members.
Managers of project teams.
- **Prerequisites:**
Participants who have completed
module M090.



PMI® accreditation:
get 1 PDU to maintain
your PMP® or PgMP®
certification.



This module is also part of a Global Learning by Cegos® programme:
Effective Project Team Work



Project planning



Objective:

To plan and share a project with your team.



In concrete terms, you will be able to:

Identify the issues regarding time frame.
Choose the appropriate schedule for your project.
Determine the duration of activities.
Calculate margins of manoeuvre.
Construct a Gantt chart.



Programme:

Managing the project time frame.
Organising project team activity.
Identifying deadlines and correcting slippage.
Formalising, communicating and sharing the schedule.



Highlights:

Entertaining case study.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Portuguese, Italian, Spanish, Russian, Hungarian, Chinese, Dutch.
- **Target audience:**
Project team members.
Managers of project teams.
- **Prerequisites:**
Participants who have completed modules M090 and M091.



PMI® accreditation:
get 1 PDU to maintain your PMP® or PgMP® certification.



This module is also part of a Global Learning by Cegos® programme:
Effective Project Team Work



Drawing up a project budget



Objective:

To estimate and manage the initial project budget.



In concrete terms, you will be able to:

Define and understand the budget.

Estimate your budget accurately.

Define the budget process.

Anticipate budgetary slippages during the project.



Programme:

Key concepts of project budgets.

Estimating the project budget accurately.

Planning the budget over time.

Managing the project budget effectively.



Highlights:

Practical application.

■ **Duration:** 30 min.

■ **Languages available:**

English, French, German, Spanish,
Portuguese, Italian, Russian, Hungarian,
Chinese, Dutch.

■ **Target audience:**

Project team members.
Managers of project teams.

■ **Prerequisites:**

Participants who have completed
modules M090 and M091.



PMI® accreditation:
get 1 PDU to maintain
your PMP® or PgMP®
certification.



This module is also part of a Global Learning by Cegos® programme:
Effective Project Team Work



Anticipating project risks



Objective:

To identify, evaluate, process and supervise project risks.



In concrete terms, you will be able to:

Identify risks and their origin.
Adopt a strategy to handle opportunities and threats.
Work as a team to manage risks.



Programme:

The nature of risks and the process of risk management.
Identifying and assessing risks.
Responding to risks.
Supervising the project's exposure to risks.



Highlights:

Learning a structured approach to identify potential risks in your project and control these risks.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Portuguese, Italian, Spanish, Russian, Hungarian, Chinese, Dutch.
- **Target audience:**
Project team members.
Managers of project teams.
- **Prerequisites:**
Participants who have completed modules M090 and M091.



PMI® accreditation:
get 1 PDU to maintain your PMP® or PgMP® certification.



This module is also part of a Global Learning by Cegos® programme:
Effective Project Team Work



Identifying customer expectations for project success



Objective:

To formulate the project need through a structured approach using specific tools.



In concrete terms you will be able to:

Structure your approach appropriately to decipher project needs.

Collect, sort, analyse and formalise needs.

Test the importance of needs to the user.

Contractualise and communicate needs.



Programme:

Identifying the key factors for success when structuring needs.

Preparing and implementing the 'needs definition' process.

Collecting and analysing needs.

Challenging and prioritising needs.

Contractualising and sharing needs.



Highlights:

Overcoming misconceptions to adopt a needs expression process that uses specific tools.

■ **Duration:** 30 min.

■ **Languages available:**
English French Italian Spanish Russian, Dutch.

■ **Target audience?**
Experienced project managers or project directors.
Top managers in charge of projects.

■ **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Advanced Project Management



Project Management

Cost, risks and deadlines



Using earned value to optimise costs and deadlines



Objective:

To identify whether your project is on track or is deviating from the initial cost and deadline objectives.



Programme:

Understanding the steps you need to take to measure the health of a project.

Checking the physical progress of the work.

Calculating the earned value of each task within the project.

Calculating the cost variance and schedule variance for each task and for the project.

Identifying the tasks that require an action plan.



Highlights:

The "step by step" technique that will help you to maintain control of your project.

The fact sheets that you can apply immediately.

■ **Duration:** 30 min.

■ **Languages available:**
English French Spanish.

■ **Target audience:**
Experienced project managers or project directors. Top managers in charge of projects.

■ **Next step:**
Follow the other modules on this topic.



This module is also part of a Global Learning by Cegos® programme:
Advanced Project Management



Assessing and minimising project risks



Objective:

To adjust your decisions according to threats and opportunities.



In concrete terms you will be able to:

Prepare and elaborate upon a decision in a structured way.

Take the right decision according the risk analysis.



Programme:

Structuring the decision-making process into key stages.

Analysing threats and opportunities to decide more effectively.

Searching for alternatives that carry fewer threats to your project.

Informing decision-makers of risk safeguarding scenarios.



Highlights:

Learning about the keys to decision-making through a practical approach that eliminates risks as far as possible.

The fact sheets that you can apply immediately.

- **Duration:** 30 min.
- **Languages available:**
English French Spanish.
- **Target audience:**
Experienced project managers or project directors. Top managers in charge of projects.
- **Next step:**
Follow the other modules on this topic.



This module is also part of a Global Learning by Cegos® programme:
Advanced Project Management



Make use of opportunities within the project team



Objective:

To seize opportunities once they are identified.



In concrete terms you will be able to:

Generate feedback on opportunities from each participant in the project team.
Involve all project participants.
Listen to opportunities suggested by project participants.



Programme:

Uncovering relevant opportunities.
Encouraging project participants to express all their ideas.
Identifying your contribution to openness and expression within the project team.
Valuing the initiatives of project participants.



Highlights:

The simple techniques for "turning pips into apple trees".

- **Duration:** 30 min.
- **Languages available:**
English French Spanish.
- **Target audience:**
Experienced project managers or project directors.
Top managers in charge of projects.
- **Next step:**
Follow the other modules on this topic.



This module is also part of a Global Learning by Cegos® programme:
Advanced Project Management



Monitoring and minimising risks



Objective:

To anticipate and put in place the necessary alert systems to be able to detect the appearance of expected and unexpected risks and limit their impact.



In concrete terms you will be able to:

Understand the direct and indirect impacts of risks.
Adjust and execute an emergency plan with your team.
Maintain a motivated team during tough times.
Maintain control of the project in terms of performance, cost, and deadlines.
Reassure the project sponsors.



Programme:

Identifying the impacts associated with the appearance of a confirmed risk.
Adapting your management style to the appearance of a risk.
Mobilising the team around the emergency plan.
Gaining approval for and implementing the emergency plan.
Transforming risks into an opportunity for the project.



Highlights:

Learning a structured approach to ensure that you remain in control of risks throughout the life of a project.
Introducing a methodology for implementing the emergency plan.

- **Duration:** 30 min.
- **Languages available:** English French Spanish.
- **Target audience:** Experienced project managers or project directors.
Top managers in charge of projects.
- **Next step:** Follow the other modules on this topic.



This module is also part of a Global Learning by Cegos® programme:
Advanced Project Management



Human Resources

e-Learning
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Human resources content

- Recruiting success 111
- Successfull performance review interviews 114
- Training for trainers 120
- Pay, legal issues and human relations 127
- Managing diversity 130

- Back to general content 2



Recruiting Success



Confirming applicant's suitability for the position



Objective:

To evaluate an applicant for the job.



In concrete terms, you will be able to:

Validate an applicant's skills.
Acquire the techniques for validating applicant profiles objectively.
Compare profiles.



Programme:

Illustration of a recruiting officer in action.
The interview help-card.
Examining the evidence.
Preparing questions requiring factual answers.
Verifying behavioural hypotheses.



Highlights:

Analysis of a recruiting officer in action.

- **Duration:** 30 min.
- **Languages available:**
English, French, Spanish, Italian.
- **Target audience:**
Recruiting officers.
HR Managers.
HR Directors.
Recruiting Managers.



Using a job profile in the recruitment process



Objective:

To identify the key points in describing a job and its profile.



In concrete terms, you will be able to:

Define and analyse a job profile.
Conduct your job interview based on the profile.
Recruit specifically for your company.



Programme:

Describing the job.
Defining the job profile and skills desired.
Recruiting for the company's values system.
Attracting the applicant.



Highlights:

Tool sheets used in analysis.

- **Duration:** 30 min.
- **Languages available:**
English, French, Spanish, Italian.
- **Target audience:**
Recruiting officers.
HR Managers.
HR Directors.
Recruiting Managers.



Successful Performance Review Interviews



Preparing the annual performance review



Objective:

To understand and implement the conditions for successful performance review interviews: preparing, respecting the structure of the interview, creating the right conditions to encourage listening and communication.



In concrete terms, you will be able to:

Prepare the annual performance review in a structured manner.

Adopt an attitude that encourages constructive dialogue.

Implement the main steps of the annual performance review.

Maintain the progress of the interview via a series of key points.



Programme:

Preparing the annual performance review.

Starting the interview in a way that encourages dialogue.

Conducting the review phase.

Setting objectives and concluding.



Highlights:

The method is both thorough and practical, and is relevant to your context.

How to build genuine dialogue with your staff member through proper preparation and respect for the structure of the interview

■ **Duration:** 30 min.

■ **Languages available:**
English French Portuguese Spanish Hungarian.

■ **Target audience:**
All managers required to conduct annual performance reviews.

■ **Prerequisites:**
Prior managerial knowledge.

■ **Next step:**
Widen your knowledge of annual performance review with the following modules : Evaluating and strategically aligning objectives and Dealing with annual reviews' difficult situations.



This module is also part of a Global Learning by Cegos® programme:
Leading and Managing Performance Reviews



Evaluating and strategically aligning objectives



Objective:

To know how to formulate individual objectives for your staff members that are aligned with corporate strategy and to use tools to evaluate whether these objectives have been met.



In concrete terms, you will be able to:

Explain what aligning objectives involves.

Set objectives: the fundamental rules.

Set qualitative objectives.

Use tools to evaluate whether objectives have been met.

Handle critical situations in the objective evaluation process.



Programme:

Aligning each person's objectives with the corporate strategy.

Formulating SMART objectives.

Creating the right conditions to set objectives and dealing with disagreement.

The tools to measure whether objectives have been met.



Highlights:

Aligning the individual objectives that you set for your staff members with your company's corporate strategy. Identifying your difficulties and learning how to resolve them.

Applying the tools and methods in a workplace situation.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Spanish
Hungarian.

■ **Target audience:**
All managers required to conduct
objective-setting and performance
review interviews.

■ **Prerequisites:**
Prior managerial knowledge.

■ **Next step:**
Widen your knowledge of annual
performance review with the following
modules : The role of ethics and
integrity in assessment and Dealing with
annual reviews' difficult situations.



This module is also part of a Global Learning by Cegos® programme:
Leading and Managing Performance
Reviews



Developing and maintaining skills



Objective:

To use tools to identify and evaluate skills.
To make optimal use of these tools by creating individual and collective development plans.



In concrete terms, you will be able to:

Identify the role that skills play in achieving successful performance.
Evaluate skills.
Create individual and collective development plans.



Programme:

What does being 'skilled' mean?
Evaluating skills.
Creating individual and collective development plans.



Highlights:

Learning how to develop your team's skills capital according to your performance requirements and the aspirations of its members.
Putting yourself in a workplace situation and mixing individual and collective approaches.
Implementing simple, practical tools and methods.

- **Duration:** 30 min.
- **Languages available:**
English French German Spanish.
- **Target audience:**
All managers required to evaluate the skills of their staff members.
- **Prerequisites:**
Prior managerial knowledge.
- **Next step:**
Widen your knowledge of annual performance review with the module :
Evaluating and strategically aligning objectives.



This module is also part of a Global Learning by Cegos® programme:
Leading and Managing Performance Reviews



The role of ethics and integrity in assessment



Objective:

To identify and manage the main managerial risks associated with the appraisal meeting: stress, harassment and discrimination.



In concrete terms, you will be able to:

Analyse and prevent stress in the workplace.
Measure your level of social responsibility and practise ethical management in the appraisal meeting.



Programme:

Detecting the managerial risks associated with appraisal and objective-based management.
Using relevant analysis tools and measurement indicators.
Relaying the social values of the company.



Highlights:

Learning about the issues at stake in the annual performance review, which are often ignored.
Differentiating between assessing your staff member's performance and the person themselves.
Understanding the links that exist between your managerial practices and the company's social responsibility.
Practising using risk identification and resolution tools.

- **Duration:** 30 min.
- **Languages available:** English, French, Portuguese, Spanish.
- **Target audience:** All managers required to evaluate their staff members.
- **Prerequisites:** Prior managerial knowledge.
- **Next step:** Widen your knowledge of annual performance review with the other modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Leading and Managing Performance Reviews



Dealing with annual reviews' difficult situations



Objective:

To be at ease in communication situations.
To handle specific, difficult situations.



In concrete terms, you will be able to:

Understand the different listening attitudes.
Improve how you adapt to other people and to different situations.
Identify and prevent difficult situations in interviews.
Manage these situations confidently.



Programme:

Establishing a good atmosphere for communication.
Handling difficult situations resulting from organisation.
Handling interaction problems between the manager and staff member.
Handling a difficult individual.



Highlights:

Coverage of different common situations: disagreement over objectives, evaluation of a high-potential staff member, difficult individuals, etc.
Applying practical recommendations in managerial role plays.

- **Duration:** 30 min.
- **Languages available:**
English French Spanish.
- **Target audience:**
All managers required to conduct annual performance reviews.
- **Prerequisites:**
Prior managerial knowledge.
- **Next step:**
Widen your knowledge of annual performance review with the following modules : The role of ethics and integrity in assessment and The relational skills of the manager.



This module is also part of a Global Learning by Cegos® programme:
Leading and Managing Performance Reviews



Training for Trainers



Handling tricky training situations



Objective:

To acquire strategies for handling tricky situations.



In concrete terms, you will be able to:

Manage difficult participants.

Avoid errors and adopt the appropriate behaviour.



Programme:

Analysing tricky situations and implementing action plans.

Dealing appropriately with participants' behaviour.

Tips and recommendations from trainers.

The Pygmalion effect and its implications for training.



Highlights:

Simulations of actual situations.

Analogy with Greek mythology.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Hungarian.

■ **Target audience:**
All trainers.
Managers who want to train their co-workers.



This module is also part of a Global Learning by Cegos® programme:
Train the Trainer



Facilitating a training course



Objective:

To acquire the tools and references for adapting to all training situations.



In concrete terms, you will be able to:

Adapt your training style so that participants can learn better.

Create an environment that facilitates learning by managing group dynamics.

Use training techniques for large groups.

Become a confident trainer by managing your emotions better.



Programme:

Finding your training style.

Adapting to your participants' learning styles.

Adapting to large groups.

Identifying and managing stress.



Highlights:

Carrying out a self-assessment to identify your strengths and areas for improvement, so that you can get the most out of the module.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Hungarian.

■ **Target audience:**
All trainers.
Managers who want to train their co-workers.



This module is also part of a Global Learning by Cegos® programme:
Train the Trainer



Designing and presenting a slideshow for facilitation



Objective:

To organise and use a slide show for facilitation purposes.



In concrete terms, you will be able to:

Make your presentation more effective by using a well-structured slideshow in line with your message.
View the slideshow as a learning tool instead of a training tool.
Present a successful slideshow.



Programme:

Best practises in designing and using the slideshow.
Thinking before acting.
Designing and organising the content.
Creating effective slideshows to reinforce the impact of your messages.
Presenting a successful slideshow.



Highlights:

The slideshow creation process, using fun, practical techniques.
Using all the features offered by a slideshow to strengthen the impact of your message.

- **Duration:** 35 min.
- **Languages available:**
English, French, German, Portuguese, Italian, Spanish, Hungarian.
- **Target audience:**
All trainers.
Managers who want to train their co-workers.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Train the Trainer



Adult learning mechanisms



Objective:

To understand adult learning mechanisms.



In concrete terms, you will be able to:

Create the ideal conditions for your training sessions.



Programme:

Defining circumstances conducive to learning.

Different learner strategies.

The 3 stages of learning.

Understanding learning mechanisms to train better.



Highlights:

Comprehensive approach based on the most recent developments in the cognitive sciences.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Hungarian.

■ **Target audience:**
All trainers.
Managers who want to train their co-workers.



This module is also part of a Global Learning by Cegos® programme:
Train the Trainer



Evaluating what has been learned during training



Objective:

To test what has been acquired.



In concrete terms, you will be able to:

Design and adapt appropriate methods of evaluation.



Programme:

Developing evaluation objectives, methods, criteria and indicators.

Assessing what has been learned using the appropriate tools.

Key success factors to assessment.

Appraising and analysing learner feedback.



Highlights:

An operational approach for trainers.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Portuguese,
Italian, Spanish, Hungarian.

■ **Target audience:**
All trainers.
Managers who want to train their co-workers.



This module is also part of a Global Learning by Cegos® programme:
Train the Trainer



Designing a training programme



Objective:

To understand the key steps in designing a training programme.



In concrete terms, you will be able to:

Design a training programme in response to a training request.



Programme:

Analysing the request.
Formalising the training programme.
Creating and testing the training programme.
Planning the project.
Monitoring and steering the project.



Highlights:

A concrete case study.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
Trainers.
Training project managers.
Training managers.
- **Next step:**
Follow all the modules of the collection.



Pay, legal issues and human relations



Preventing harassment in the workplace



Objective:

To organise yourself to fight against workplace harassment.



In concrete terms, you will be able to:

Identify the behaviours relating to workplace harassment.
Diagnose situations likely to degenerate.
Use all the resources available to implement an effective prevention strategy for harassment.



Programme:

Identifying the main criteria of workplace harassment.
Identifying risky situations.
Organising prevention.



Highlights:

Analysing the phenomenon with objective criteria.

- **Duration:** 30 min.
- **Languages available:**
English, French, Spanish.
- **Target audience:**
Directors and HR managers.
All professionals involved in preventing and managing workplace harassment.
- **Prerequisites:**
A recognition that workplace harassment exists in the organisation.
- **Next step:**
Follow all the modules of the collection.



Reacting to a complaint of harassment



Objective:

To manage harassment situations, overcome conflict and anticipate future complaints.



In concrete terms, you will be able to:

Manage a communication and support channel for employees.

Interview an employee who feels harassed.

Take the appropriate measures to resolve the issue.



Programme:

Establishing a listening and communication channel.
Handling and managing a report of workplace harassment.

Identifying appropriate or contentious solutions.



Highlights:

The realistic role play situations and dialogues.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, Spanish.

■ **Target audience:**
Directors and HR managers.
All professionals involved in preventing and managing workplace harassment.

■ **Prerequisites:**
Completion of the module: Preventing workplace harassment.

■ **Next step:**
Follow all the modules of the collection.



Managing diversity



Valuing your experienced staff



Objective:

To set up the necessary HR systems for the effective management of a company's experienced staff.



In concrete terms you will be able to:

Manage your workforce by considering demographic statistics.

Make the most of the potential of your experienced staff.

Secure the loyalty of experienced staff through career management plans adapted to individual profiles.

Take appropriate measures to facilitate the latter part of their careers.



Programme:

Managing the jobs and skills within your company effectively by anticipating demographic changes. Being able to make the most of the experience of experienced staff.

Introducing measures designed to secure the loyalty of experienced staff.

Planning for the end of experienced staff's careers in a way that is appropriate for each profile.



Highlights:

The solutions provided that are easy to use and effective.

- **Duration:** 30 min.
- **Languages available:** English, French, Spanish.
- **Target audience:** Directors and HR managers.
- **Next step:** Follow all the modules of the collection.



Valuing your experienced collaborators



Objective:

To adopt a management style specifically aimed at experienced staff members.



In concrete terms you will be able to:

Identify the assets, role and aspirations of experienced staff members.

Assert your authority as manager when faced with older, experienced staff members.

Manage delicate situations.



Programme:

Identifying the profile of experienced staff members.

Asserting your position as a manager when faced with experienced staff members.

Managing sensitive situations.



Highlights:

Useful advice based on practical experience.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, Spanish.

■ **Target audience:**
All managers, both experienced and new to the role.

■ **Prerequisites:**
Completion of the module: Valuing your experienced staff.

■ **Next step:**
Follow all the modules of the collection.



Valuing your experience



Objective:

To encourage experienced staff members to make the most of their potential for themselves and the benefit of others.



In concrete terms you will be able to:

Identify and overcome anything that is inhibiting your professional performance.

Work out what your assets are.

Put your experience and skills to use.



Programme:

Identifying anything that may hinder performance.

Working out what your assets are.

Launching into action.



Highlights:

The positive approach to the situation.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, Spanish.

■ **Target audience:**
All experienced professionals who are currently employed or between jobs.



Finance & Management

e-Learning
SOLUTIONS
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Business Driving



A logical approach to corporate finance



Objective:

To understand the basics and best practises in the creation of value.



In concrete terms, you will be able to:

Understand the relationship between operational decisions and the impact on the balance sheet and income statement.

Define value added and use operational levers to develop it.



Programme:

The balance sheet and income statement.
Assessing the impact of your decisions on the balance sheet and the income statement.
Key concepts of value added.



Highlights:

Clear presentation of the balance sheet and income statement.
Attractive visual displays.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Italian, Spanish.
- **Target audience:**
All managers.



This module is also part of a Global Learning by Cegos® programme:
Financial Skills for Business Success



Constructing and managing a budget



Objective:

To understand the budget process.
To define your role and the steps in preparing your budget.



In concrete terms, you will be able to:

Anticipate the impact of your budget on the corporate budget process.



Programme:

The forecast for managing a business.
The budget: an essential step in managing the company.
The role of the manager in the budget process.
The budget as a communication tool.
Performing reforecasts and analysing differences.



Highlights:

The role of the operational manager in budget preparation.
Effective methods to prepare your budget, perform reforecasts and monitor the budget.

- **Duration:** 30 min.
- **Languages available:**
English French German Italian Spanish.
- **Target audience:**
All managers in charge of budget preparation.



This module is also part of a Global Learning by Cegos® programme:
Financial Skills for Business Success



Strategic vision and activity management



Objective:

To turn strategic objectives into operational targets.
To develop a business plan.



In concrete terms, you will be able to:

Define and implement a control enabling you to attain your objectives.



Programme:

Getting your business under control.
Objectives for deployment.
Deploying result-oriented action plans.
The business plan: figures and comments.



Highlights:

Aligning your objectives with strategy.
Operational actions and successful corporate strategy.

- **Duration:** 30 min.
- **Languages available:**
English French German Italian Spanish.
- **Target audience:**
All managers.



This module is also part of a Global Learning by Cegos® programme:
Financial Skills for Business Success



Constructing your living balanced scorecard

**Objective:**

To design and use a scorecard.

**In concrete terms, you will be able to:**

Implement and use a scorecard as a steering and reporting tool.

**Programme:**

The scorecard as a steering tool.
Defining indicators relevant to the business.
Aligning operational scorecards with corporate strategic objectives.
Organising the use of the scorecard.

**Highlights:**

Practical methodology.
Tips on how to use the scorecard as a steering and management tool.
Adaptation to your daily concerns.

- **Duration:** 35 min.
- **Languages available:** English, French, German, Italian, Spanish.
- **Target audience:** All managers.



This module is also part of a Global Learning by Cegos® programme:
Financial Skills for Business Success



Managing operational risks



Objective:

To identify and manage operational risks.



In concrete terms, you will be able to:

Prioritise security-related investments.
Negotiate your insurance coverage.
Assess the efficiency of your activity re-start plans.
Identify the maturity level of risk management.



Programme:

Identifying and assessing risks.
Understanding risk management tools.
Using the appropriate risk management tools.
Budgeting and monitoring.



Highlights:

Practical aspects adapted to your needs.
Comprehensive method, from identification to application.

- **Duration:** 30 min.
- **Languages available:**
English French German Italian Spanish.
- **Target audience:**
All managers required to minimise business risks.



This module is also part of a Global Learning by Cegos® programme:
Financial Skills for Business Success



How to carry out a financial analysis

**Objective:**

To carry out a financial analysis of an industrial and commercial company using a specific method and based on the information available, and to select the right analysis tools to create an action plan.

**In concrete terms you will be able to:**

Identify the objectives and stakeholders of financial analysis.

Use financial analysis tools.

Carry out a financial analysis using a structured approach.

**Programme:**

Defining the financial analysis process.

Analysing activity.

Analysing the profitability of sales.

Analysing invested capital.

Analysing sources of finance.

**Highlights:**

A structured approach of management and financial analysis to facilitate the decision-making process.

- **Duration:** 30 min.
- **Languages available:**
English French German Spanish.
- **Target audience:**
Finance managers, accounting managers, management comptrollers, credit managers, financial analysts, sales associates and purchasers who wish to assess a company's financial health.
- **Prerequisites:**
An understanding of financial documents - balance sheet, income statement and cash flow variations
- **Taking it a step further:**
Follow all the modules of the collection.



Assessing the profitability of an investment project



Objective:

To evaluate the forecast profitability of a project.



In concrete terms you will be able to:

Identify the importance of investment profitability calculations and the investment selection procedure.
Evaluate variations in cash flow, investments and project operations.
Use and interpret profitability criteria.



Programme:

Approaching a project from a financial perspective.
The notions of time, value of money and discounting.
Familiarising yourself with profitability criteria.



Highlights:

Presenting the profitability indicators effectively to have your projects adopted.

- **Duration:** 30 min.
- **Languages available:**
English French German Italian Spanish.
- **Target audience:**
Finance managers, accounting managers, management comptrollers, credit managers, financial analysts, sales associates and purchasers who wish to assess a company's financial health.
- **Taking it a step further:**
Follow all the modules of the collection.



Analysing and solving cash flow problems



Objective:

To identify the different cash flow problems and the solutions to each of these problems.



In concrete terms you will be able to:

Identify the importance of net cash flow in a company's financial analysis and management.

Identify the causes of a reduction in cash flow.

Master the solutions to cash flow problems.



Programme:

Identifying the importance of cash flow.

Detecting and solving cash flow problems related to WCR.

Detecting and solving cash flow problems related to WC.

Monitoring changes in cash flow using the cash flow statement.



Highlights:

The cash flow problems scenario, to explore the causes and to identify the right tools to manage these problems.

A better management of your cash flow to avoid a waste of time and energy.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Spanish.

■ **Target audience:**
Finance managers, accounting managers, management comptrollers, credit managers, financial analysts, sales associates and purchasers who wish to assess a company's financial health.

■ **Prerequisites:**
A basic understanding of financial documents - balance sheet and income statement.

■ **Taking it a step further:**
Follow all the modules of the collection.



Decoding the balance sheet and income statement



Objective:

To understand the content and role of these two financial documents.



In concrete terms, you will be able to:

Identify the structure and content of the balance sheet and income statement.

Identify each person's role in the balance sheet and the income statement.

Analyze a balance sheet and an income statement using key indicators.



Programme:

Understanding the content of the balance sheet.
Learning the composition of the income statement.
Making changes to the balance sheet and P&L.
Identifying your contribution to these documents.
Analysing a balance sheet and a P&L.



Highlights:

Measuring the impact of your decisions on the balance sheet and income statement.
Identifying the key drivers to optimize profitability.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Spanish, Arabic.
- **Target audience:**
All company employees.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Finance for Non-Financial Professionals



Analysing and evaluating corporate financial data



Objective:

To master the key financial analysis ratios and evaluation models.



In concrete terms, you will be able to:

Identify the financial analysis process.

Calculate and interpret the key ratios of financial analysis.

Engage an effective dialogue with bankers and financial markets by using sources of information that provide a rating or scoring for your company.



Programme:

Mastering the basics of financial analysis.

Using ratios to help with financial analysis.

Detecting additional sources of information for financial market stakeholders.

Understanding scoring and rating: the external view of banks and financial markets.



Highlights:

Learning about the basics of financial analysis and strengthening your dialogue and your contribution to your company's strategy.

- **Duration:** 30 min.
- **Languages available:**
English French German Spanish Arabic.
- **Target audience:**
All company employees.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Finance for Non-Financial Professionals



Relating your contribution to value creation



Objective:

To identify your role in value creation and financial flows.



In concrete terms, you will be able to:

Improve your company's economic performance through the five principles of value creation.

Undertake actions that create value by anticipating their impact on the value creation tree.

Engage in more effective dialogue with internal and external finance providers by knowing the cash flow statement and understanding the importance of Free Cash Flow.



Programme:

Understanding the five fundamentals of value creation. Positioning your role and contribution on the value creation tree.

Understanding the cash flow statement and the importance of Free Cash Flow.

Positioning your role in the cash flow management process.



Highlights:

Identifying your role and contribution on the value creation tree.

Identifying your key drivers for generating value.

- **Duration:** 30 min.
- **Languages available:**
English French German Spanish Arabic.
- **Target audience:**
All company employees.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Finance for Non-Financial Professionals



Marketing & Innovation

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Marketing and innovation content

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Marketing



The marketing process

**Objective:**

To understand and implement the marketing process.

**In concrete terms, you will be able to:**

Implement the marketing process by following these three key stages:

- analysing the environment,
- recommending marketing campaigns,
- managing the launch process.

**Programme:**

Identifying and gathering data for analysis, to provide a relevant assessment.

Recommending campaigns and creating a marketing plan that supports your strategy.

Using managerial and results monitoring tools.

**Highlights:**

Applying the entire marketing process via a central case study to help you give value to your offer.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, Portuguese, Italian, Spanish.

■ **Target audience:**
Managers and other non-marketing professionals.
Marketing specialists who want to review their basics.



The SWOT analysis

**Objective:**

To perform an analysis of the situation and position your company or product on the market.

**In concrete terms, you will be able to:**

Formalise the marketing analysis using the SWOT matrix.

Perform internal and external analyses.

Make the right decisions.

**Programme:**

The pitfalls to avoid.

Identifying the key success factors in your market.

Assessing the strategic capacity of the company.

From analysis to recommendations using the SWOT matrix.

**Highlights:**

Numerous exercises for faster assimilation.

Operational view of the SWOT matrix.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Spanish, Italian.
- **Target audience:**
Managers and other non-marketing professionals.
Marketing specialists who want to review their basics.
- **Prerequisites:**
Participants who have completed module M041.



The marketing plan

**Objective:**

To assimilate the methods for building and presenting your marketing plan.

**In concrete terms, you will be able to:**

Structure your marketing, strategic and operational plans.
Implement the main stages of your marketing plan.

**Programme:**

The marketing plan in corporate strategy.
Objectives and actions of the operational marketing plan.
A standard marketing plan.

**Highlights:**

Presentation of a standard marketing plan.
Links between corporate strategy, marketing strategy and operational marketing plan.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Italian, Spanish.
- **Target audience:**
Managers and other non-marketing professionals.
Marketing specialists who want to review their basics.
- **Pre-requisites:**
Participants who have completed modules M041 and M042.



The marketing mix

**Objective:**

To create value for customers through the marketing mix.

**In concrete terms, you will be able to:**

Determine the marketing mix based on market trends.
Ensure consistency in the marketing mix.

**Programme:**

The 5 components of the marketing mix.
Keeping the marketing mix consistent with positioning.
Creating value for customers through the marketing mix.
Key success factors.

**Highlights:**

A practical case study for applying the theory explained.
The relationship with positioning.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Spanish, Italian.
- **Target audience:**
Managers and other non-marketing professionals.
Marketing specialists who want to review their basics.
- **Pre-requisites:**
Participants who have completed module M041.



The communication strategy

**Objective:**

To design effective communication campaigns.

**In concrete terms, you will be able to:**

Build the communication strategy for your products and brands.

Create the copy strategy.

**Programme:**

Target audience of the campaign.

Setting the objectives.

Message characteristics.

Choosing the appropriate vehicle.

Copy strategy as a link to the communication agency.

**Highlights:**

A practical case study.

Link between communication strategy and advertising.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Italian, Spanish.
- **Target audience:**
Managers and other non-marketing professionals.
Marketing specialists who want to review their basics.



Developing consistency through marketing strategy



Objective:

Defining the best way to achieve objectives.



In concrete terms you will be able to:

Segment a company's strategic business sectors and its core markets.

Select the relevant market segments that will help a company to achieve its objectives.

Define the positioning of an offer or brand.



Programme:

Identifying marketing strategy steps. Segmenting your markets.

Defining targets with potential.

Positioning offers and brands.



Highlights:

The simulation, which will enable you to approach the strategy in a fun, practical way.

Learning how to structure the market in a way that serves the company's strategic objectives.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, Italian, Spanish.

■ **Target audience:**
All marketing specialists (marketing directors and managers, product managers, market managers and marketing project managers).

■ **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Developing your Professional Marketing Skills



Leading an international marketing community



Objective:

To create a transnational community of marketing specialists.



In concrete terms you will be able to:

Deploy shared, relevant marketing tools and disseminate information.



Programme:

Operating in a transnational context.
Organising a community of transnational marketing specialists.
Sharing the same methods and tools.
Disseminating information and building up best practices.



Highlights:

Learning to use a knowledge sharing and information distribution technique that involves your company's international marketing specialists and capitalises on good practice.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
All marketing specialists (marketing directors and managers, product managers, market managers and marketing project managers).
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Developing your Professional Marketing Skills



Innovation



Innovation - a goal for all!



Objective:

To participate in and encourage others to participate in the innovation process.



In concrete terms you will be able to:

Understand the collective nature of all types of innovation processes.
Exploit full participation in the emergence and selection of ideas.
Find development routes for innovative projects.
Organise a collective decision to launch an innovation.
Create internal and external openness within the company to encourage innovation.



Programme:

Identifying the impacts of an innovation on all departments within a company.
Incorporating the importance of idea management into the innovation process.
Measuring the complexity of the development process, which involves various actors within the company.
Deciding to launch an innovation in the correct manner.
Opening the company up to external input and organising internal networks to give innovation the best chance to develop.



Highlights:

Role play based on a real case study.
Practical instructions for each stage of the process.
Relevance to each department within the company.

- **Duration:** 40 min.
- **Languages available:**
English, French, Italian.
- **Target audience:**
All professionals involved in developing innovation within the company.
- **Prerequisites:**
Management experience in a business context.
- **Next step:**
Follow all the modules of the collection.



The five secrets of creative minds



Objective:

To acquire the five fundamentals of creativity.
 To encourage your work colleagues to become creative.



In concrete terms you will be able to:

Combine 'opposing' elements effectively.
 Separate the production of ideas and the criticism of ideas.
 Adopt an attitude that fosters creativity.



Programme:

Understanding the key concept in creativity: reconciling opposites.
 Identifying the two-beat rhythm of the creative process.
 Defining the three qualities of creative minds.
 Measuring the importance of warming up.
 Understanding that creativity is above all a question of attitude.



Highlights:

The treasure hunt.
 The warm-up exercises.
 The artistic and scientific references.

- **Duration:** 30 min.
- **Languages available:**
English French Italian Spanish Chinese.
- **Target audience:**
Managers and executives, innovation managers, project managers, engineers and R&D specialists.
- **Next step:**
Follow all the modules of the collection.



Successfully animate a creativity session



Objective:

To identify and master the eight stages of a creative meeting to make it as productive as possible.



In concrete terms you will be able to:

Prepare for your meetings meticulously.
 Select the participants.
 Organise the materials you need for your meetings.
 Lead your meetings methodically.
 Select good ideas.



Programme:

Stating the meeting objective.
 Selecting the participants according to their profiles.
 Focusing on organisation.
 Alternating between free production of ideas and production that considers the company's constraints.
 Using three tools to evaluate the effectiveness of the ideas you choose.



Highlights:

A step-by-step programme to help you lead your meetings effectively.
 Tips and tricks from experts.
 The practical company case study.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
All leaders of creative meetings.
Innovation managers, project managers, engineers and R&D specialists.
- **Next step:**
Follow all the modules of the collection.



Operational Marketing



Strategic marketing plans

**Objective:**

To develop a successful, customer-focused operational marketing plan.

**In concrete terms you will be able to:**

Structure your operational marketing plan(s) according to customer targets, objectives and the media used.
Measure how the plan is progressing using key indicators and ratios.

**Programme:**

Setting out the objectives of the operational marketing plan.
Specifying objectives for each customer segment.
Structuring a marketing plan effectively.
Undertaking consistent, effective actions.
Creating a report of actions undertaken.

**Highlights:**

Applying the RADAR method and using the marketing plan template.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
All marketing specialists (marketing and communication directors, product managers, group managers, market managers and marketing project managers).
- **Prerequisites:**
Marketing experience.
- **Next step:**
Follow all the modules of the collection.



Sales support

**Objective:**

To create and develop high-impact sales support tools.

**In concrete terms you will be able to:**

Apply effective, targeted writing techniques.

**Programme:**

Converting the features of an offer into customer benefits.

Identifying the best customer arguments when dealing with competition.

Selecting sales support tools that are tailored to your objective.

**Highlights:**

Applying the FAB method, SPICES and the profile grid.

- **Duration:** 30 min.
- **Languages available:**
English French Italian Spanish.
- **Target audience:**
All marketing and communication specialists.
Sales managers.
- **Prerequisites:**
Marketing or communication experience.
- **Next step:**
Follow all the modules of the collection.



Promotions

**Objective:**

To use promotion to increase sales and consumption.

**In concrete terms you will be able to:**

Create a high-performance promotional plan and aim for the 'best fit' of promotions in your marketing plans.

**Programme:**

Designing the promotion for the right objective, the right target and the right time.

Learning the key factors for the success of a promotional offer.

Incorporating promotion into your operational marketing plans effectively.

**Highlights:**

Using the promotional plan template.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
All marketing and communication specialists.
Sales managers.
- **Prerequisites:**
Marketing or communication experience.
- **Next step:**
Follow all the modules of the collection.



Relationship marketing in practice



Objective:

To create and follow a customer relations programme with a multi-channel marketing plan.



In concrete terms you will be able to:

Design a loyalty programme that meets customers' expectations.



Programme:

Creating a relevant programme for developing customer loyalty.

Building and measuring a customer relations programme.

Implementing a multi-channel marketing plan.

Designing a winning multi-channel strategy.



Highlights:

Learning about loyalty development strategies, winning multi-channel strategies and the multi-channel grid.

- **Duration:** 30 min.
- **Languages available:**
English French Italian Spanish Russian.
- **Target audience:**
All marketing specialists.
Customer relations project managers.
- **Prerequisites:**
Marketing experience and completion of the module: Strategic Marketing Plans.
- **Next step:**
Follow all the modules of the collection.



Relationship marketing strategy

**Objective:**

To design a relationship marketing strategy that allows you to identify and secure the loyalty of strategic customers.

**In concrete terms you will be able to:**

Develop a relationship marketing strategy.
Implement a relationship strategy that allows you to identify and secure the loyalty of strategic customers.

**Programme:**

Focusing on an effective customer loyalty programme.
Building and measuring a customer relations programme.
Implementing a multi-channel marketing plan.
Designing a winning multi-channel strategy.

**Highlights:**

Relevant methodological advice.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish, Russian.
- **Target audience:**
All marketing and communication specialists.
Sales managers who are required to implement a marketing plan.
- **Next step:**
Follow all the modules of the collection.



Using customer equity to create value



Objective:

Identifying high-potential customers.



In concrete terms you will be able to:

Calculate a customer's potential value.
Select criteria capable of determining potential value.
Create a grid to measure each customer's potential value.



Programme:

Understanding the concept of customer equity.
Selecting relevant criteria that have an impact on customer potential.
Evaluating customer potential to define your marketing strategy.



Highlights:

The dynamic overview of the tools you can use to create your customer equity.
A technique for analysing the value of your customer equity, which will help you to create more targeted marketing campaigns.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
All marketing specialists.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Developing your Professional Marketing Skills



Aligning objectives with market forecasts



Objective:

To align market forecasts with corporate objectives.



In concrete terms you will be able to:

Prepare realistic activity forecasts.
Define the best marketing options.
Convert corporate strategy into realistic marketing objectives.



Programme:

Producing realistic forecasts.
Carrying out a precise gap analysis.
Defining marketing options and objectives.



Highlights:

The precision and effectiveness of the proposed approach for adjusting your company's ambition so that it is consistent with its potential.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
All marketing specialists.
Financial directors and management comptrollers in contact with Marketing or in charge of business plans.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Developing your Professional Marketing Skills



Launching a new product successfully



Objective:

Orchestrating a successful marketing/sales launch.



In concrete terms you will be able to:

Identify key actions to be implemented to successfully launch a new product.

Get all internal resources involved in working out relevant campaigns.

Draw up powerful arguments and sales promotion tools that are adapted to the target market.

Get all internal and external resources involved in a launch.



Programme:

Acquiring a new product launch process.

Putting together a sales argument for a new product.

Breaking new ground with a Sales Book.

Facilitating feedback from the field.



Highlights:

The precise yet creative approach for guaranteeing the success of new product launches.

The fact sheets that you can apply immediately.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
All marketing specialists.
Sales managers.
Market managers.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Developing your Professional Marketing Skills



Web Marketing



Five steps to generating website traffic



Objective:

To generate traffic on your website quickly and in the correct manner.



In concrete terms you will be able to:

Master the vocabulary of web marketing.
Optimise your site and key words to improve your positioning and buy the most relevant key words.
Organise effective marketing operations.
Analyse your results and make the necessary adjustments.



Programme:

Optimising your natural positioning.
Investing wisely in paid positioning.
Communicating more effectively through online advertising.
Running an effective e-mailing campaign.
Using web statistics to improve customer satisfaction.



Highlights:

The tips that are easy to use and can be applied instantly.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
All marketing specialists (webmasters, product managers, etc).
All professionals in charge of managing a website.
- **Prerequisites:**
A grasp of the basics of marketing.
- **Next step:**
Follow the other modules in this collection and the "Online Communication" collection.



Four steps to increasing website loyalty



Objective:

Developing loyalty among your target market to increase traffic on your website.



In concrete terms you will be able to:

Understand how games work and use them.
Set up and manage a community.
Understand Web 2.0 and its practical applications.



Programme:

Using games to develop loyalty among your target market.
Selecting the most appropriate loyalty programme.
Creating and managing communities.
Using Web 2.0.



Highlights:

Practical application of programmes.
Testing your mechanics with concrete examples.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish.
- **Target audience:**
All marketing specialists (webmasters, product managers, etc).
All professionals in charge of managing a website.
- **Prerequisites:**
A grasp of the basics of marketing.
- **Next step:**
Follow the other modules in this collection and the "Online Communication" collection.



Online Communication



Sharing information with blogs and wikis



Objective:

To use blogs and wikis to effectively share information and knowledge.



In concrete terms you will be able to:

Understand the challenges a company faces with regard to sharing information and knowledge.
Understand how blogs and wikis work.
Know the cultural and organisational conditions required for them to be effective.
Know how to approach their implementation and answer security questions.



Programme:

Identifying the challenges of sharing information within a company.
Measuring the value added for the company by using blogs and wikis.
Determining the cultural and organisational conditions.
Implementing a blog and wiki project.



Highlights:

The new tools for a "Web 2.0 company" (blogs, wikis, etc), demonstrated through concrete, fun role plays.
Following the journeys of people confronted with real problems and taking decisions with them to select and implement these new collaborative spaces.

- **Duration:** 30 min.
- **Languages available:**
English, French, Spanish.
- **Target audience:**
Organisation and Information Systems managers, project managers, network managers, etc.
- **Prerequisites:**
Good IT and internet knowledge.
- **Next step:**
Follow all the modules of the collection.



Creating your website



Objective:

To master the key principles of the internet in order to manage a website creation project.



In concrete terms you will be able to:

Make the best choices, with respect to content as well as presentation, during the design phase of your site.

Create an effective web charter.

Identify the technical solutions that meet both your needs and your limitations.

Use appropriate marketing to make your website visible.



Programme:

Managing your website creation project effectively.

Designing and illustrating your website.

Publishing your site on the internet.



Highlights:

This practical, simple module will show you how to approach the website creation process step by step, from defining your objectives and target audience to publishing your site on the internet.

- **Duration:** 30 min.
- **Languages available:**
English, French, Spanish.
- **Target audience:**
All professionals wishing to learn about website creation.
- **Prerequisites:**
Good IT and internet knowledge.
- **Next step:**
Follow all the modules of the collection.



Writing for the web

**Objective:**

To write in a way that considers the specific features of the internet.

**In concrete terms you will be able to:**

Adapt your texts for the internet by shortening them by half.

Offering effective reading levels.

Organising information on a website.

**Programme:**

Identifying the characteristics of reading on screen.

Writing in a concise, dense manner.

Highlighting the key information.

Offering the internet user different reading levels.

Using hypertext links correctly.

**Highlights:**

The succession of fun exercises and practical case studies.

- **Duration:** 30 min.
- **Languages available:**
English, French, Spanish.
- **Target audience:**
All communication professionals, webmasters and all professionals required to write for the internet.
- **Prerequisites:**
Good writing skills.
- **Next step:**
Follow all the modules of the collection.



Writing a successful newsletter



Objective:

To design and implement an effective newsletter.



In concrete terms you will be able to:

Define the regularity and headings of your newsletter according to your objectives.

Understand the legal regulations that apply to your distribution list.

Identify and use the criteria to encourage recipients to open your newsletter and to facilitate quick reading.

Select an appropriate distribution method.



Programme:

Defining your project: the objectives of a newsletter.

Identifying and using the criteria to encourage recipients to open your newsletter.

Using the rules to facilitate quick reading.

Optimising your choice of newsletter distribution methods.



Highlights:

How to construct a newsletter, step by step.

Various quizzes and games.

- **Duration:** 30 min.
- **Languages available:**
English, French, Spanish.
- **Target audience:**
All marketing and communication specialists.
All professionals wishing to implement a newsletter.
- **Prerequisites:**
Good writing skills and internet experience.
- **Next step:**
Follow all the modules of the collection.



Commercial

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Commercial content

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Commercial

Customer Relations



Customer relationship: the stakes



Objective:

To understand the context of contact with customers.



In concrete terms, you will be able to:

Satisfy the operational and relational expectations of your customers.

Understand the factors that generate customer loyalty.

Manage the emotional aspect.



Programme:

Criteria for assessing customer satisfaction.

Differentiating between customer satisfaction and customer preference.

Identifying true exchanges with customers.

The key emotions in creating customer loyalty.

Managing the emotional aspect successfully.



Highlights:

The most recent concepts in psychology and loyalty marketing.

Simulations of actual situations.

Tools for managing emotions better.

■ **Duration:** 35 min.

■ **Languages available:**
English, French, German, Portuguese, Italian, Spanish, Russian, Hungarian, Chinese.

■ **Target audience:**
Professionals in direct contact with customers.



This module is also part of a Global Learning by Cegos® programme:
Customer Relationships... that Last!



Customer relationship: building trust



Objective:

To build a trusting relationship with customers.



In concrete terms, you will be able to:

Build a customer relationship.

Enjoy a closer relationship using non-verbal communication.

Develop trust through your personal and professional approach.



Programme:

Identifying the challenges of contact with customers.

Enhancing your interpersonal relationship skills.

Establishing close communication with customers.

Preserving relationships in difficult situations.



Highlights:

Self-assessment of your customer service and relationship skills.

Non-verbal techniques to develop customer trust and empathy.

■ **Duration:** 30 min.

■ **Languages available:**
English French German Portuguese
Italian Spanish Russian Hungarian
Chinese.

■ **Target audience:**
Professionals in direct contact with
customers.



This module is also part of a Global Learning by Cegos® programme:
Customer Relationships... that Last!



Customer relationship: practising active listening



Objective:

To fulfil customer needs to be listened to.



In concrete terms, you will be able to:

Make your first contact a success.
Overcome obstacles to listening.
Use techniques for improved listening.



Programme:

Encouraging the expression of customer needs.
Asking the right questions.
Overcoming obstacles to mutual understanding.
Showing empathetic listening using the appropriate techniques.



Highlights:

Self-assessment of your customer service skills.
Tools to analyse customer needs.
Development of active listening to customer needs.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese
Italian Spanish Russian Hungarian
Chinese.
- **Target audience:**
Professionals in direct contact with
customers.



This module is also part of a Global Learning by Cegos® programme:
Customer Relationships... that Last!



Customer relationship: reaching agreement



Objective:

To reach an agreement with customers.



In concrete terms, you will be able to:

Analyse customer needs.
Develop a structured sales pitch.
Express yourself positively.
React positively in difficult situations.



Programme:

Using customer needs to support your argument.
Focusing on benefits for the customer.
Using service-oriented vocabulary.
Winning customer loyalty despite difficulties.



Highlights:

Self-assessment of your skills in analysing customer needs.
Persuasion techniques to win repeat business.
Techniques for overcoming obstacles and preserving a long-term relationship.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese
Italian Spanish Russian Hungarian
Chinese.
- **Target audience:**
Professionals in direct contact with
customers.



This module is also part of a Global Learning by Cegos® programme:
Customer Relationships... that Last!



Developing loyalty through customer relationships



Objective:

To turn each contact into a loyal relationship.



In concrete terms, you will be able to:

Add value to customer relationships.
Preserve the relationship in difficult situations.
Make a new sale through appropriate advice.



Programme:

Focusing on customer satisfaction to develop loyalty.
Understanding the levers of customer preference.
Managing situations of dissatisfaction.
Advising customers wisely to win repeat business.



Highlights:

Self-assessment of your best practises in customer loyalty.
Actual examples of customer service skills.
Selling techniques for developing sales.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese
Italian Spanish Russian Hungarian
Chinese.
- **Target audience:**
Professionals in direct contact with
customers.



This module is also part of a Global Learning by Cegos® programme:
Customer Relationships... that Last!



Key factors in long-term customer relationships



Objective:

To identify the keys that enable you to develop customer loyalty.



In concrete terms you will be able to:

Identify the keys to and financial benefits of developing customer loyalty.

Prioritise two essential objectives: reducing sources of customer discontent and increasing the quality that the customer perceives.

Define management that is focused on 'long-term customer relationships'.



Programme:

Identifying the benefits of developing customer loyalty.
Defining the keys that enable you to keep a customer loyal.

Priority 1: reducing the sources of discontent.

Priority 2: generating enthusiasm in the customer.

Mission: long-term customer relations.



Highlights:

The latest psychology and loyalty marketing concepts.

Role play situations.

Points of reference for improving your company's commercial success.

■ **Duration:** 30 min.

■ **Languages available:**
English French Portuguese Italian Spanish.

■ **Target audience:**
All managers of teams involved in customer contact and/or customer services.

■ **Prerequisites:**
Management experience.

■ **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Creating and Leading Customer Oriented Teams



Role of the manager in long-term customer relations



Objective:

To identify your contribution as a manager to developing customer loyalty.



In concrete terms you will be able to:

Identify the direct and/or indirect ways in which your team contributes to customer enthusiasm.

Measure your level of involvement in developing customer loyalty.

Identify the managerial actions you can take to help develop customer loyalty.



Programme:

Drawing the links between your team's work and customer satisfaction.

Defining the attitudes of the customer-focused manager.

Three levers for developing the customer focus of your staff.



Highlights:

Situating the contribution that your team makes to customer satisfaction.

The concrete vision of the customer-focused approach.

Self-assessment of your own management.

■ **Duration:** 30 min.

■ **Languages available:**
English French Portuguese Italian Spanish.

■ **Target audience:**
All managers of teams involved in customer contact and/or customer services.

■ **Prerequisites:**
Management experience.
Completion of the module: Key factors in long-term customer relationships.

■ **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Creating and Leading Customer Oriented Teams



Building customer enthusiasm



Objective:

To create a progress plan based on 'customer enthusiasm'.



In concrete terms you will be able to:

Use the right sources to measure the enthusiasm of your customers.

Analyse your strengths and areas for improvement in terms of service quality.

Translate your report into an action plan to build enthusiasm.

Mobilise all parties involved in customer enthusiasm.



Programme:

Injecting fresh enthusiasm.

Identifying the key areas for improvement.

Building customer enthusiasm in five ways.

Customer enthusiasm: an individual and collective victory.



Highlights:

How to build customer enthusiasm.

Ideas of concrete actions you can take to improve customer loyalty.

■ **Duration:** 30 min.

■ **Languages available:**
English French Portuguese Italian Spanish.

■ **Target audience:**
All managers of teams involved in customer contact and/or customer services.

■ **Prerequisites:**
Management experience.
Completion of the module: Key factors in long-term customer relationships

■ **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Creating and Leading Customer Oriented Teams



Handling claims in long-term customer relationships



Objective:

To manage internal and external complaints in a way that preserves long-term customer relationships.



In concrete terms you will be able to:

Identify the inherent risks involved in a complaint.
Measure the benefits of handling complaints effectively.
Analyse the complaint handling process within your unit.
Anticipate and plan for complaints effectively. Deal with the causes of complaints.



Programme:

Making complaint handling one of your key priorities.
Transforming a complaint into an opportunity to develop loyalty.
Implementing the complaint handling process.
Increasing the customer loyalty rate.



Highlights:

Reasons why you should handle customer complaints more effectively.
Practical tools to help you do this.
The benefits you can gain.

- **Duration:** 30 min.
- **Languages available:**
English French Portuguese Italian Spanish Russian.
- **Target audience:**
All managers of teams involved in customer contact and/or customer services.
- **Prerequisites:**
Management experience.
Completion of the module: Key factors in long-term customer relationships.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Creating and Leading Customer Oriented Teams



Developing internal cooperation for customers



Objective:

To develop internal cooperation to improve customer loyalty.



In concrete terms you will be able to:

Identify the obstacles to excellent customer service.
Build a shared culture of long-term customer relationships.
Improve coordination between interdependent departments.
Develop a spirit of customer-focused cooperation.



Programme:

Defining customer enthusiasm: a collective challenge.
Sharing the same vision of the customer within your teams.
Contractualising your internal services.
Creating the conditions for customer-focused cooperation.



Highlights:

Concrete techniques you can use to encourage greater cooperation between teams and with your colleagues.

- **Duration:** 30 min.
- **Languages available:**
English French Portuguese Italian Spanish Russian.
- **Target audience:**
All managers of teams involved in customer contact and/or customer services.
- **Prerequisites:**
Management experience.
Completion of the module: Key factors in long-term customer relationships.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Creating and Leading Customer Oriented Teams



Commercial

Sales



Take the buyer's view



Objective:

To think differently by taking the buyer's view.



In concrete terms, you will be able to:

Understand the buyer's deepest needs.
Integrate emotional factors at each step of the cycle.
Identify the attitude needed for each step in the sales approach.



Programme:

The 5 wishes of every buyer.
Focusing on mutual interests and the buyer.
Adapting behaviour and technical skills at each step of the sales approach.
Achieving success and understanding failure.



Highlights:

True buyer needs.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Portuguese, Italian, Spanish, Russian, Hungarian, Chinese, Arabic, Dutch.
- **Target audience:**
All salespeople.
- **Prerequisites:**
Participants with prior experience in sales.



This module is also part of a Global Learning by Cegos® programme:
High Performance Selling



Preparing for shared success



Objective:

To consider both buyer and seller in the planning and preparation stages.



In concrete terms, you will be able to:

Integrate basic elements in your sales approach for mutual success.



Programme:

Defining winning objectives for both parties.
Identification of aspects for attaining objectives.
Preparing the sales approach.



Highlights:

Personal and emotional aspects in the sales objectives.
Different communication styles to make your first contact a success.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Portuguese, Italian, Spanish, Russian, Hungarian, Chinese, Arabic, Dutch.
- **Target audience:**
All salespeople.
- **Prerequisites:**
Participants with prior experience in sales.



This module is also part of a Global Learning by Cegos® programme:
High Performance Selling



Discover the hidden world of your buyer



Objective:

To understand the rational and personal motivations of buyers and their needs.



In concrete terms, you will be able to:

Ask the right questions.
Listen actively.
Assimilate information quickly.
Focus on essentials.



Programme:

Professional and personal motivations of buyers.
Asking the right questions.
Building a closer relationship with buyers.
Active listening to understand buyers better.



Highlights:

A different approach to questioning buyers.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Portuguese, Italian, Spanish, Russian, Hungarian, Chinese, Arabic, Dutch.
- **Target audience:**
All salespeople.
- **Prerequisites:**
Participants with prior experience in sales.



This module is also part of a Global Learning by Cegos® programme:
High Performance Selling



Presenting your offer with passion



Objective:

To present an offer adapted to buyers using the FAB method.



In concrete terms, you will be able to:

Communicate using the buyer's language.
Integrate the buyer's rational and emotional needs in your proposal.
Present your arguments clearly and convincingly.



Programme:

Understanding buyer needs.
Adapting proposals to buyer needs.
Developing your argument by adapting your interpersonal communication.



Highlights:

The "FAB" method which views the buyer both as an individual and as a professional.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Portuguese, Italian, Spanish, Russian, Hungarian, Chinese, Arabic, Dutch.
- **Target audience:**
All salespeople.
- **Prerequisites:**
Participants with prior experience in sales.



This module is also part of a Global Learning by Cegos® programme:
High Performance Selling



Steering the way to mutual agreement



Objective:

To overcome objections and reach a mutually successful agreement.



In concrete terms, you will be able to:

Reach mutual agreement through co-operation and mutual satisfaction.



Programme:

The true meaning of objections.
Responding to buyer questions and objections.
Helping buyers make a decision.



Highlights:

Positive view of objections.
Understanding the impact of buyer decisions.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese
Italian Spanish Russian Hungarian
Chinese Arabic, Dutch.
- **Target audience:**
All salespeople.
- **Prerequisites:**
Participants with prior experience in sales.



This module is also part of a Global Learning by Cegos® programme:
High Performance Selling



Building sustainable shared success



Objective:

To obtain a sales agreement and develop a long-term relationship.



In concrete terms, you will be able to:

Fulfil the buyer's need to be considered important even after securing the contract.



Programme:

Integrating buyer motivations.
Implementing the solution together with your buyer.
Best practises in relationship follow-up.



Highlights:

An important step for commercial excellence.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Portuguese, Italian, Spanish, Russian, Hungarian, Chinese, Arabic, Dutch.
- **Target audience:**
All salespeople.
- **Prerequisites:**
Participants with prior experience in sales.



This module is also part of a Global Learning by Cegos® programme:
High Performance Selling



The art of persuading through listening



Objective:

To use the power of listening to persuade others.



In concrete terms you will be able to:

Adopting a listening-based approach and the associated techniques during negotiation.



Programme:

Incorporating the five stages of persuasion into your arguments.

Using the benefits of listening to help you persuade others.

Reassuring your customer that he is being listened to and understood.

Mastering the power of questioning to encourage the customer to think in a more mature way.

Reinforcing your argument with active listening.



Highlights:

The chance to revisit the commercial relationship through active listening and using a questioning strategy to gather information that is useful for your argument.

- **Duration:** 30 min.
- **Languages available:**
English French Portuguese Italian Spanish.
- **Target audience:**
All sales associates.
All professionals who have to present an argument to customers.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Influencing and Persuasion



Convincing customers with a winning offer



Objective:

To convince customers (with integrity) with well-structured arguments and a tangible, irrefutable argument technique.



In concrete terms you will be able to:

Use negotiation tools that will enable you to convince your customer.



Programme:

Identifying the factors involved in your customer's act of buying.
Adapting your offer and your arguments to cement your credibility.
Using comparative arguments in an ethical way to convince your customer when faced with an offer from a competitor.
Structuring your offer in a way that convinces effectively.



Highlights:

Understanding the customer's decision-making mechanism to help you build a better argument and structure a winning offer.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Spanish.
- **Target audience:**
All sales associates.
All professionals who have to present an argument to customers.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Influencing and Persuasion



Using formal power to encourage debate



Objective:

To reinforce your power of influence using verbal and non-verbal communication techniques.



In concrete terms you will be able to:

Combine your talent as a speaker with respect for the code of ethics to develop a long-term relationship. Maintain your power of persuasion by creating continual interaction with your customer.



Programme:

Playing on the irrational aspects to reinforce your customer relationships.
Using expression techniques to reinforce your power of persuasion in sales.
Reinforcing your power of persuasion using non-verbal communication.
Maintaining your influence through continual interaction.



Highlights:

Verbal and non-verbal expression techniques to strengthen your power of influence and highlight your argument.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Spanish.
- **Target audience:**
All sales associates.
All professionals who have to present an argument to customers.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Influencing and Persuasion



Using emotions to build trust



Objective:

To use your emotions to build a strong relationship with the customer throughout the sales process.



In concrete terms you will be able to:

Create trust and encourage the customer to use 'personal conviction' to choose the right partner. Limit your expression of negative emotions that can affect the customer.

Absorb your customer's negative emotions. Express positive emotions to reassure the customer, create a climate of trust and encourage their enthusiasm.



Programme:

Being aware of the role of emotions.
Managing the customer's negative emotions.
Expressing your own negative emotions.
Using positive, true emotions.
Encouraging the customer's positive emotions at the conclusion stage.



Highlights:

Identifying the emotions that you and your customer feel and learning to manage them.
Using these emotions to strengthen your relationship throughout the sales process.

- **Duration:** 30 min.
- **Languages available:** English, French, Portuguese, Spanish.
- **Target audience?**
All sales associates.
All professionals who have to present an argument to customers.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Influencing and Persuasion



Using your charisma in difficult situations



Objective:

To develop your self-confidence to help you deal with difficult sales situations.

To reinforce your charisma and power of persuasion.



In concrete terms you will be able to:

Be aware of ineffective behaviour that can damage your credibility and threaten the sales relationship.

Reinforce your self-confidence.

Use techniques to assert your charisma.



Programme:

Deciphering ineffective behaviour that can damage credibility.

Three tools to help you develop your self-confidence and charisma.

Reinforcing your personal impact during the prospecting phase.

Consolidating the sale during the negotiation phase.

Techniques to help you be assertive in difficult situations.



Highlights:

Working on the underlying causes that affect your self-confidence and charisma.

Strengthening your credibility during the 3 key stages of a sale.

- **Duration:** 30 min.
- **Languages available:**
English French Italian Portuguese Spanish.
- **Target audience?**
All sales associates.
All professionals who have to present an argument to customers.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Influencing and Persuasion



Commercial

Commercial Negotiation



Background to commercial negotiations



Objective:

To understand commercial negotiation and the skills required.



In concrete terms, you will be able to:

Distinguish between sales and negotiation.
Define the concept of commercial negotiation.



Programme:

Differences between selling and negotiating.
Positioning yourself in the negotiation context.
Understand buyers better to negotiate better.



Highlights:

Introductory module on the commercial negotiation framework.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Portuguese, Italian, Spanish, Russian, Hungarian, Dutch.
- **Target audience:**
Sales Managers.
Sales Directors.
Business Managers.
- **Prerequisites:**
Participants should be familiar with negotiation techniques.



This module is also part of a Global Learning by Cegos® programme:
Three Dimensions of Sales Negotiation



Preparing commercial negotiations



Objective:

To negotiate better using 3 tools.



In concrete terms, you will be able to:

Prepare the sales negotiation process.



Programme:

Stabilising the balance of power using the power index matrix.

Preparing margins of manoeuvre using the negotiable points matrix.

Anticipating requests using the bargaining chips matrix.



Highlights:

A practical case study for preparing the sales negotiation process.

■ **Duration:** 35 min.

■ **Languages available:**
English, French, German, Spanish,
Portuguese, Italian, Russian, Hungarian,
Dutch.

■ **Target audience:**
Sales Managers.
Sales Directors.
Business Managers.

■ **Prerequisites:**
Participants should be familiar with
negotiation techniques.



This module is also part of a Global Learning by Cegos® programme:
Three Dimensions of Sales Negotiation



Commercial negotiations: 7 keys to effective meetings



Objective:

To lead the negotiation.



In concrete terms, you will be able to:

Deal with the traps of sales negotiation.
Obtain more while conceding less.



Programme:

How to make a successful start.
Strengthening your negotiating position.
Steering towards a satisfying conclusion.



Highlights:

Negotiation videos showing the pitfalls to avoid and the behaviour to adopt.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Spanish,
Portuguese, Italian, Russian, Dutch.
- **Target audience:**
Sales Managers.
Sales Directors.
Business Managers.
- **Prerequisites:**
Participants should be familiar with
negotiation techniques.



This module is also part of a Global Learning by Cegos® programme:
Three Dimensions of Sales Negotiation



Commercial negotiations: coping with pitfalls



Objective:

To identify and counter the destabilising techniques of professional buyers.



In concrete terms, you will be able to:

Identify buyer traps.
Avoid the traps.



Programme:

Dealing with buyer-specific negotiation techniques.
Dealing with assertive techniques.
Responding to intimidation and disqualification tactics.



Highlights:

A practical case study for preparing the sales negotiation process.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Spanish, Portuguese, Italian, Russian, Dutch.
- **Target audience:**
Sales Managers.
Sales Directors.
Business Managers.
- **Prerequisites:**
Participants who have completed modules M111 and M112.



This module is also part of a Global Learning by Cegos® programme:
Three Dimensions of Sales Negotiation



Commercial negotiations: asserting yourself



Objective:

To understand the importance of communication adapted to negotiation targets.



In concrete terms, you will be able to:

Use the 4 basic levers for adapting your communication.



Programme:

Listening skills.

Understanding buyers for improved negotiation.

Choosing the appropriate words.

Using the "FRANC" method.



Highlights:

Using effective communication techniques to adapt your approach to the other person and strengthen your negotiating skills.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Spanish, Portuguese, Italian, Russian, Dutch.

■ **Target audience:**
Sales Managers.
Sales Directors.
Business Managers.

■ **Prerequisites:**
Participants who have completed modules M110, M111, M112 and M113.



This module is also part of a Global Learning by Cegos® programme:
Three Dimensions of Sales Negotiation



Commercial

Commercial Management



The roles and attitudes of successful sales managers



Objective:

To integrate the unstable commercial environment as a key factor in management.



In concrete terms, you will be able to:

Manage co-workers despite changes in the environment.
Develop a culture of optimism.
Implement a performance-based culture.



Programme:

Specific characteristics of the role of the commercial manager.
Adapting management to change.
Turning change-related obstacles into commercial opportunities.
Adapting and maintaining performance targets.
Managing your time to balance thought and action, team and individuals.



Highlights:

A dynamic and operational approach to basics.

- **Duration:** 30 min.
- **Languages available:** English, French, German, Spanish, Portuguese, Italian, Hungarian, Czech.
- **Target audience:** All sales managers.



This module is also part of a Global Learning by Cegos® programme:
Best Sales Manager's Secret



Managing your sales team through uncertainty and change



Objective:

To anticipate team reactions to uncertainty and refocus on objectives.



In concrete terms, you will be able to:

Manage co-worker emotions to change.
Maintain team motivation and drive to attain performance targets.



Programme:

Measuring the impact of uncertainty on the business.
Understanding your sales team's emotions to change.
Handling the emotions of your salespeople.
Refocusing on the objective.



Highlights:

The human aspects involved in maintaining team performance.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese
Italian Spanish Hungarian, Czech.
- **Target audience:**
All sales managers.



This module is also part of a Global Learning by Cegos® programme:
Best Sales Manager's Secret



Managing sales activity through uncertainty and change



Objective:

To steer your business and spot opportunities through uncertainty.
To apply flexibility and anticipate.



In concrete terms, you will be able to:

Identify the opportunities in your environment.
Define priorities rapidly.
Implement actions and respond to change.



Programme:

Responsiveness as a competitive advantage.
Spotting and acting on opportunities.
Constructing a strategy with the ZIP method.
Steering your business to develop team dynamics.



Highlights:

Business steering tools.
A dynamic and operational approach to tools.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Spanish,
Portuguese, Italian, Hungarian, Czech.
- **Target audience:**
All sales managers.



This module is also part of a Global Learning by Cegos® programme:
Best Sales Manager's Secret



Successful commercial meetings



Objective:

To use meetings to motivate your team in accomplishing your action plan.



In concrete terms, you will be able to:

Prepare the key points for meetings.
Communicate using the appropriate techniques.



Programme:

Principles of an effective sales meeting:

- Identify the required information and actions in advance
- Provide a context for the action and communicate
- Manage viewpoints based on actions to be implemented.



Highlights:

Simulations of actual situations.

- **Duration:** 30 min.
- **Languages available:**
English, French, German, Spanish, Portuguese, Italian, Hungarian, Czech.
- **Target audience:**
All sales managers.



This module is also part of a Global Learning by Cegos® programme:
Best Sales Manager's Secret



Motivating your sales team for action



Objective:

To use individual motivation to ensure performance.



In concrete terms, you will be able to:

Understand how motivation works.

Give positive feedback to maintain performance.



Programme:

Identifying how motivation works.

Levers for maintaining individual commitment.

Mobilising and motivating your salespeople for a new objective.

Refocusing on the objective to correct slippage.



Highlights:

An innovative approach to this traditional topic.

■ **Duration:** 30 min.

■ **Languages available:**
English, French, German, Spanish,
Portuguese, Italian, Hungarian, Czech.

■ **Target audience:**
All sales managers.



This module is also part of a Global Learning by Cegos® programme:
Best Sales Manager's Secret



Overview of best practices in wage policy



Objective:

To identify the levers for motivating and rewarding sales performance.



In concrete terms you will be able to:

Evaluate the impact of recognition.
Match recognition with a suitable reward system.
Create a recognition strategy.
Identify the skills required for a new reward system.



Programme:

Identifying sales associate recognition strategies.
Evaluating the strengths and weaknesses of your current wage system.
Planning for new recognition and wage structures.
Measuring the impact of a new reward system for sales associates.



Highlights:

The central case study, in which you will play a part in defining a sales person remuneration policy.
The practical fact sheets that go into greater depth and introduce new knowledge to help you solve your remuneration issue.

- **Duration:** 30 min.
- **Languages available:** English, French, Spanish.
- **Target audience?**
Sales team managers.
Sales managers.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Retaining High Performing Sales Professionals



Using freedom to build loyalty in sales people



Objective:

To identify one of the three motivational and performance levers of the best sales executives: Freedom.



In concrete terms you will be able to:

Evaluate your sales executive's need for independence and level of autonomy and adapt your management style accordingly.
Encourage initiative in your sales executive to seize new commercial opportunities.



Programme:

Analysing your style as a manager of freedom.
Managing the autonomy and independence of your sales executives effectively.
The personal 'cost' of sales performance.
Cultivating initiative in your sales executives.



Highlights:

The approach that enables you to highlight the professional and personal qualities of your best sales people.
The adapted management methods for varied profiles and contexts.

- **Duration:** 30 min.
- **Languages available:** English, French, Spanish.
- **Target audience:** All sales team managers.
- **Next step:** Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Retaining High Performing Sales Professionals



Manage sales people's sensibility to build loyalty



Objective:

To identify one of the three motivational and performance levers of the best sales associates: affective needs.



In concrete terms you will be able to:

Recognise human qualities.
Reinforce the sharing of values.



Programme:

Focusing on interpersonal intelligence.
Developing a VIP relationship.
Developing a personalised relationship with your sales executive.
Reinforcing your links.



Highlights:

Overcoming misconceptions and recognising the emotional dimension in your relationship with your sales people as a key driver for loyalty and performance.

- **Duration:** 30 min.
- **Languages available:** English, French, Spanish.
- **Target audience:** All sales team managers.
- **Next step:** Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Retaining High Performing Sales Professionals



Using ambition to build loyalty in sales people



Objective:

To identify one of the three motivational and performance levers of the best sales associates: ambition.



In concrete terms you will be able to:

Recognise and value the performance of each of your sales executives.

Create motivating challenges that enable your sales executives to surpass themselves.



Programme:

Identifying and analysing your sales executive's personal ambition.

Recognising success based on the sales executive's ambition, to develop loyalty.

Setting challenges as a manager to build loyalty in your sales executives.



Highlights:

Identifying the resource manager within you to detect your staff member's talents.

Discovering the different forms of recognition you should use, depending on the other person.

Stimulating your staff member by introducing motivating challenges.

- **Duration:** 30 min.
- **Languages available:** English French Spanish.
- **Target audience:** All sales team managers.
- **Next step:** Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Retaining High Performing Sales Professionals



Managing the unexpected when building loyalty



Objective:

To manage uncertainty and the negative impact it can have on sales performance.



In concrete terms you will be able to:

Identify the signs of unease among your sales associates.

Know how to react to a sudden resignation.

Identify the manager's role in securing adherence to the company.



Programme:

Defining uncertainty.

Spotting and dealing with early warning signs.

Dealing with a sudden resignation.

Maintaining appeal.



Highlights:

The approach taken in this module, which involves exploring the causes and solutions and helps you to anticipate.

The various practical case studies, which will help you to provide appropriate solutions for your own context.

- **Duration:** 30 min.
- **Languages available:**
English French Spanish.
- **Target audience?**
Sales team managers.
Sales managers.
- **Taking it a step further:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Retaining High Performing Sales Professionals



Sales and negotiation for non-sales professionals



Sales for non-sales managers



Objective:

To understand the various stages in a structured sales meeting.



In concrete terms you will be able to:

Plan and conduct a successful, professional sales meeting.
Use the right techniques to win the customer's trust and respect.
Find out what a customer's real needs are.
Develop and set out a targeted, detailed set of arguments.
Conclude a meeting on a positive note.



Programme:

Mastering the four stages of a sales meeting:
Stage 1: making contact.
Stage 2: finding out information.
Stage 3: convincing.
Stage 4: concluding.



Highlights:

Acquiring an overall view of the sales process and the skills you will need to employ at each stage.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Chinese.
- **Target audience:**
Anyone who is involved in selling on an occasional basis or wants to move into a sales role.
- **Next step:**
Follow all the modules of the collection.



Negotiation for non-sales managers



Objective:

To master the key principles and techniques of negotiation in order to succeed when faced with a customer.



In concrete terms you will be able to:

Understand and make use of the power relationships that govern a negotiation.
Prepare all the tools you need to manage a negotiation.
Work within the rules that govern negotiation.
Protect your interests and those of your company.
Maintain a win/win relationship with the people you talk to.



Programme:

Re-establishing the balance of power with your customer.
Having the courage to put forward an initial high offer.
Focusing on arguments instead of concessions.
Asking for counterparts.



Highlights:

Using effective negotiation techniques to find a win-win agreement and create a lasting relationship.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Chinese.
- **Target audience:**
All professionals working alongside or for a salesperson/negotiator, or who want to move into a field sales role.
- **Next step:**
Follow all the modules of the collection.



Commercial

Key Account Management



The importance of the Key Account Manager



Objective:

To clarify the role of the Key Account Manager.



In concrete terms you will be able to:

Recognise the Key Account Manager's scope of action.
Identify the Key Account Manager's added value.
Master the Key Account Manager's four strategic roles.
Structure your actions according to your relationship with your customer.



Programme:

Understanding the importance of the Key Account Manager.
Summarising the impacts of the Key Account Manager.
Defining your mission and four strategic roles as a Key Account Manager.
Characterising the different phases of organisation for the Key Account Manager.



Highlights:

The overall view of the KAM's challenges and roles: at the end of the module, you will have an aerial overview of your role and your added value.
The chance to compare your current situation with the ideal situation that you require between your customer and you.

- **Duration:** 30 min.
- **Languages available:**
English French Italian Spanish
Hungarian Chinese.
- **Target audience:**
Key Account Managers.
Key account directors/supervisors.
Sales managers.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Improved Key Account Management



Analysing strategic customers successfully



Objective:

To acquire and maintain in-depth knowledge of the customer.



In concrete terms you will be able to:

Collect all the important information required for Key Account Management.

Create your own SWOT matrices in a relevant, useful manner.



Programme:

Using three pieces of advice and four spheres to carry out effective analysis.

Carrying out in-depth competitor analysis.

Using the Key Account Manager's two SWOT matrices.



Highlights:

The operational approach for getting to know your customer and the existing competition.

The toolbox and expert tips.

- **Duration:** 30 min.
- **Languages available:**
English French Italian Spanish
Hungarian Chinese.
- **Target audience:**
Key Account Managers.
Key account directors/supervisors.
Sales managers.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Improved Key Account Management



Identifying the stakes of the Account Business Plan



Objective:

To optimise your relationship with your customer using the Account Business Plan.



In concrete terms you will be able to:

Evaluate the effectiveness of your relationship with your customer.



Programme:

Defining the purpose and benefits of an Account Business Plan.

Using effective methods to build an Account Business Plan.

Measuring the effectiveness of your relationship with your customer.

Optimising your relationship with your customer using the Account Business Plan.



Highlights:

The technique for creating a Business Plan to serve your customers' interests and your own.

The behavioural expertise for creating effective relationships.

- **Duration:** 30 min.
- **Languages available:** English French Spanish Hungarian Chinese.
- **Target audience:** Key Account Managers.
Key account directors/supervisors.
Sales managers.
- **Next step:** Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Improved Key Account Management



Managing action plans in teams



Objective:

To manage a team project to implement an action plan.



In concrete terms you will be able to:

Mobilise and develop cooperation within the team.

Maintain this mobilisation and avoid conflict.



Programme:

Understanding your role as manager of the action plan implementation process.

Organising its implementation and mobilising the team.

Developing cooperation between team members.

Managing the human aspects effectively in the long term.



Highlights:

The central case study that will enable you to meet the dual technical and managerial challenge, steer your team to successfully implement the customer solution, identify the main traps and avoid them.

- **Duration:** 30 min.
- **Languages available:**
English French Spanish Hungarian Chinese.
- **Target audience:**
Key Account Managers.
Key account directors/supervisors.
Sales managers.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Improved Key Account Management



Removing the five major obstacles to effectiveness



Objective:

To position yourself in relation to problems frequently encountered by the KAM.



In concrete terms you will be able to:

Assess your positioning, between contradictions and paradoxes.

Identify your strengths and areas for improvement.
Strengthen your sales power through your ability to innovate.



Programme:

The KAM, between action and analysis.
The KAM, team player or lone wolf.
Being a KAM: thinking outside the box.
Being a KAM: knowing how to anticipate.
Being a KAM: encouraging.



Highlights:

The KAM's 5 personal skills, demonstrated using concrete examples.

- **Duration:** 30 min.
- **Languages available:**
English French Spanish Hungarian Chinese.
- **Target audience:**
Key Account Managers.
Key account directors/supervisors.
Sales managers.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Improved Key Account Management



Purchasing

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Best Purchasing Practices



The purchasing process



Objective:

To gain an overall perspective of the purchasing process



In concrete terms, you will be able to:

Gain an overview of the purchasing process.

Identify the key players in the process.

Analyse the issues in a purchasing project.



Programme:

Assessing the purchasing stakes for the company

Understanding the purchasing process

Identifying the key players in the purchasing process

Analysing your purchasing portfolio



Highlights:

Concrete exercises taken from real-life situations

A comprehensive overview of the purchasing process

■ **Duration:** 40 min.

■ **Languages available:**
English, French, Italian, Spanish,
Russian, Hungarian, Chinese, Arabic.

■ **Target audience:**
New buyers
Experienced buyers
Managers with purchasing
responsibilities.

■ **Next step:**
Follow module M068



This module is also part of a Global Learning by Cegos® programme:
Purchasing Best Practices



Purchasing project: needs analysis



Objective:

To use effective tools to perform a thorough analysis of a need that requires specifications



In concrete terms, you will be able to:

Understand the value of specifying needs in functional terms

Identify areas of improvement for the specifications you will be drawing up



Programme:

Assessing a purchasing project's technical file
Performing a precise and well-structured analysis of a technical file

Developing your listening skills

Using quantitative and financial data in your analysis

Optimising specifications



Highlights:

A case study to help you understand and adopt the necessary tools

■ **Duration:** 40 min.

■ **Languages available:**
English French Italian Spanish Russian
Hungarian Chinese Arabic.

■ **Target audience:**
New buyers
Any professional required to draw up specifications

■ **Next step:**
Follow the other modules in the collection



This module is also part of a Global Learning by Cegos® programme:
Purchasing Best Practices



Purchasing project: supplier market analysis



Objective:

To perform a precise market study to make a diagnosis of a purchasing portfolio



In concrete terms, you will be able to:

Choose the best suppliers on the market
Understand the market's inner workings precisely when buying products or services based on your company's strategic constraints



Programme:

Gathering relevant information
Analysing market forces
Applying the nine-point supplier risk assessment
Communicating recommendations to internal players effectively



Highlights:

Learning operational tools such as Porter, SWOT, the nine-point risk and profit concentration and analysis matrices

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish, Russian, Hungarian, Chinese, Arabic.
- **Target audience:**
Experienced buyers
Experienced sales engineers



This module is also part of a Global Learning by Cegos® programme:
Purchasing Best Practices



Purchasing project: cost analysis



Objective:

To understand supplier cost structures and define suitable cost models



In concrete terms, you will be able to:

Apply cost analysis and breakdown methods to your purchases



Programme:

Calculating the Total Cost of Ownership (TCO)
Understanding the mechanics of pricing
Defining a cost model based on cost drivers



Highlights:

The original and innovative approach to operating cost analysis

■ **Duration:** 30 min.

■ **Languages available:**
English, French, Italian, Spanish,
Russian, Hungarian, Chinese, Arabic.

■ **Target audience:**
New buyers
Experienced buyers
Sourcing Managers



This module is also part of a Global Learning by Cegos® programme:
Purchasing Best Practices



Purchasing strategies



Objective:

To define suitable purchasing strategies



In concrete terms, you will be able to:

Adopt a methodical approach to putting in place purchasing strategies by purchasing segment



Programme:

Defining a purchasing strategy
Using a key factor analysis model: the SWOT matrix
Analysing purchasing risks
Identifying appropriate strategic levers
Defining strategic purchasing action plans



Highlights:

The methodological approach

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish,
Russian, Hungarian, Chinese, Arabic.
- **Target audience:**
New buyers
Experienced buyers
Sourcing Managers



This module is also part of a Global Learning by Cegos® programme:
Purchasing Best Practices



Effective purchasing behaviour



Understanding the salesman



Objective:

To put the salesperson at ease and let him talk to obtain 'relevant' information in the negotiation.



In concrete terms you will be able to:

Improve the impact of your negotiation meeting.
Save time by directing your meetings effectively.
Obtain key information.
Show your desire to reach a conclusion.
Create durable relationships with others.



Programme:

Understanding your suppliers' preferred mode of perception.
Obtaining the right information.
Checking that messages have been understood.



Highlights:

The number of examples that you can transpose directly into your own context.
Discovering the range of possibilities offered by questioning and listening tools.

- **Duration:** 30 min.
- **Languages available:** English French Italian Spanish Russian Chinese.
- **Target audience:** Buyers. Purchasing project managers.
- **Prerequisites:** Basic purchasing training and one year's negotiation experience.
- **Next step:** Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Managing and Winning Tough
Purchasing Negotiations



Structuring your argument



Objective:

To structure your buyer presentation to lead the seller to an agreement which is profitable for both parties.



In concrete terms you will be able to:

Move your negotiation forward effectively.
Anticipate the seller's reactions.
Convince the seller.
Achieve your objectives.



Programme:

Constructing arguments that will have a strong impact on the seller.
Classifying your arguments according to their importance and knowing when to use them.
Building your presentation according to the clauses to be negotiated.



Highlights:

The range of practical advice and tips from experienced negotiators.
The grids and tables that you can use directly.
The self-assessment that will help you to improve your argument techniques immediately.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian, Spanish, Russian, Chinese.
- **Target audience:**
Inexperienced buyers.
- **Prerequisites:**
Basic purchasing training and one year's negotiation experience.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Managing and Winning Tough
Purchasing Negotiations



Conflict in purchasing



Objective:

To manage conflict in purchasing negotiation.



In concrete terms you will be able to:

Understand the objective and subjective aspects in a conflict.
Identify practices for safeguarding your interests in conflict.
Use three tools to break the deadlock positively.



Programme:

Understanding conflict.
Evaluating terms and conditions in order to anticipate a breakdown in negotiation.
Using the DESC method to manage conflict.
Acting upon the right level to change the seller's position.



Highlights:

The reassurance of putting a name to typically human conflict phenomena.
Understanding the signs that a negotiation breakdown is imminent to help manage the issue.
Practical tools that are suitable for the level of complexity of a given situation.

- **Duration:** 30 min.
- **Languages available:**
English French Italian Spanish Russian Chinese.
- **Target audience:**
All buyers.
- **Prerequisites:**
At least one year's experience in negotiation.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:
Managing and Winning Tough
Purchasing Negotiations



Impact of emotion in purchasing



Objective:

To master positive and negative emotions in the purchasing negotiation process.



In concrete terms you will be able to:

Follow the progress of each negotiation methodically.
Remain calm when faced with sellers.
Reduce your stress.
React immediately to navigate each stage of your negotiation successfully.



Programme:

Organising your purchasing negotiations.
Measuring the impact of emotions on your behaviour.
Mastering your emotions and behaviour in purchasing negotiations.



Highlights:

Interpreting certain pleasant and unpleasant feelings.
Learning practical information about what your emotions are telling you.

- **Duration:** 30 min.
- **Languages available:**
English French Italian Spanish Russian Chinese.
- **Target audience:**
Inexperienced buyers.
- **Prerequisites:**
Basic purchasing training and one year's negotiation experience.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Managing and Winning Tough
Purchasing Negotiations



Buying negotiation: analysing the situation



Objective:

To carry out a diagnostic of a purchasing situation in order to prepare your purchasing negotiation more objectively.



In concrete terms you will be able to:

Make the right strategic and tactical decisions from the outset.
Manage complex situations.
React appropriately during a negotiation.
Remain focused on what is really important.



Programme:

Defining situational intelligence.
Being aware of your emotions.
Carrying out your situational diagnostic.
Developing added negotiating power.



Highlights:

Discovering an original, reliable way to conclude high-stakes negotiations successfully.
Considering a range of different factors when carrying out your situational diagnostic.
Tools that you can use to create a dynamic representation of how a purchasing situation is evolving.

- **Duration:** 30 min.
- **Languages available:**
English French Italian Spanish Russian Chinese.
- **Target audience:**
Inexperienced buyers.
- **Prerequisites:**
Basic purchasing training and one year's negotiation experience.
- **Next step:**
Follow all the modules of the collection.



This module is also part of a Global Learning by Cegos® programme:

Managing and Winning Tough
Purchasing Negotiations



Personal Assistant

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Improving your telephone communication



The keys to communicating by telephone



Objective:

To improve your telephone communication and become more comfortable in professional phone calls.



In concrete terms, you will be able to:

Understand the stages of a phone conversation.
Optimise your image on the phone, as well as that of your department and your company.
Demonstrate your professionalism.



Programme:

Mastering the basics of building a relationship over the phone.
Making successful initial contact.
Exploring what the person you are talking to wants in an appropriate manner.
Responding effectively to their request.
Leaving a good impression with the other person.



Highlights:

Learning that a phone conversation involves specific stages, each with its own simple rules that allow you to manage your phone conversation comfortably.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Italian.
- **Target audience:**
All professionals who have to manage phone conversations: secretaries, assistants, technicians, office-based sales associates, etc.
- **Next step:**
Follow the other module in the collection.



Providing sales support by telephone



Objective:

To be an effective sales liaison between a company and its customers.



In concrete terms, you will be able to:

Deal with customer requests by phone and transmit a positive image of your company.
Understand your customers' motivation and build an appropriate argument.
Deal with stressful situations calmly and professionally.



Programme:

Meeting the demands of the telephone sales relationship effectively.
Identifying customers' motivations in order to respond effectively to their requests.
Being an effective sales liaison in a stressful situation.



Highlights:

Enter the world of the customer and discover issues such as the difference between customers' needs and motivations by constructing punchy arguments and handling stressful situations with ease.

- **Duration:** 30 min.
- **Languages available:**
English, French, Italian.
- **Target audience:**
All professionals who have to manage phone conversations with customers: quality department, sales associate, accountant, after-sales service, etc.
- **Prerequisites:**
Some practical experience in customer relations.
- **Next step:**
Follow the other modules in the 'Personal Assistant' topic.



Improving your written communication



Writing quickly and effectively



Objective:

To acquire a methodology for getting straight to the point in your writing.



In concrete terms, you will be able to:

Put methods that will help you to sort information into practice.
Bring out the essential points in your correspondence.
Update your knowledge of current expressions.



Programme:

Saving time writing correspondence.
Expressing a clear, precise objective.
Updating your style and expressions.



Highlights:

The practical, professional exercises.
The tips and tricks that are easy to use and can be applied instantly.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Spanish.
- **Target audience:**
All secretaries and assistants. All professionals who are required to use written correspondence.
- **Next step:**
Follow the other modules in the 'Personal Assistant' topic.



Writing minutes



Objective:

To take the essential information from a meeting and write an appropriate brief.



In concrete terms, you will be able to:

Overcome the difficulties of note-taking.
Write a good meeting brief.
Highlight useful information in an appropriate manner.



Programme:

Learning how to identify and summarise the essential points. Writing a good meeting brief.
Highlighting useful information.



Highlights:

Practical, professional case studies that demonstrate how to summarise.

- **Duration:** 30 min.
- **Languages available:**
English, French, Portuguese, Spanish.
- **Target audience:**
All secretaries and assistants.
- **Next step:**
Follow the other modules in the 'Personal Assistant' topic.



Quality-Safety- Environment

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Quality-Safety-Environment

Quality



Problem-solving: tools and methods



Objective:

To understand and apply problem solving logic and tools.



In concrete terms, you will be able to:

Identify a major problem by the difficulties that are encountered.
Draw up a factual breakdown of the problem. Select the causes that you will work on effectively.
Choose the best solution and monitor its progress.



Programme:

Identify, select and analyse the problem.
Find the cause of the problem.
Analyse, choose and apply the best solution.
Verify the effectiveness of the implemented actions.



Highlights:

Learning to solve problems using operational tools that you can transpose to your own context with ease.

- **Duration:** 30 min.
- **Languages available:**
English French German Portuguese
Italian Spanish.
- **Target audience:**
All managers who have to solve problems.
- **Next step:**
Follow all the modules of the collection.

