

... MORE THAN TRAINING ...



# TRIPLE-A LEARNING

**Training Catalogue**

**for**

**YOU**

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## About us

Flecke & Polter GmbH, operating under the brand name AAA Learning, is an international provider of tailor-made Human Resource Development solutions. Building on over 15 years experience we focus on

- **propelling performance** and
- **embedding expertise.**

For propelling performance, clients rely on **our core competence:**

- **Soft skills training with a business focus** and
- **Subject competence in the financial service sector.**

We offer single courses as well as full programs with integrated components in order to obtain and retain a high performance workforce.

Our concept is to work with self-employed senior consultants only. Thus we ensure the highest level of quality. All our experts have at least 10 years experience in consulting, training and coaching. They are used to working with international and multi-cultural groups and are specialized in the topics they deliver.

Embedding expertise means **aligning our courses with your business needs** from start to finish.

We work together with your experts in the course design, while fine-tuning course contents to the individual delegates' needs. Working on scenarios and case studies from the delegates' business increases the learning transfer. Ranging from various pre-course readings and learning goal questionnaires to post-works and learning partnerships, we ensure that learning starts before the course and continues long after.

Our catalogue of standardized courses will give you a first impression on what we can do for your organization. We trust you will find inspiring suggestions to complete your existing L&D catalogue. Apart from that we are happy to discuss with you tailor made solutions based on your individual needs. We look forward to hearing from you.

## Contact

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# 1. Building a High Performance Team

## What's it all about?

Are you interested what a real team drives? What are the characteristics of high performance teams? And what you have to do to achieve that? Productive and effective teams don't just happen - they need to be carefully developed to generate the best results for your business. In order to build high performance teams, individuals and managers need to enlarge their knowledge and skills required to work within a group.

Away from the distractions and pressures of work, you will examine and optimize the existing team dynamic, draw conclusions and initiate any necessary changes. We create a positive learning environment, capitalizing on success experiences as the motivational impetus to internalize and apply new skills and concepts. This course is rich in excitement and fun as well as in content and application. Insights gained will be successfully transferred to your real work situation.

You as a participant become completely involved in an individual learning process. The trainer guides the group and its individuals and helps them enlarging their knowledge and skills from structured learning experiences.

This course is suitable for complete teams/departments for leaders and team members

## Content

Depending on the participants' objectives and skills, the trainers will analyze and train on the following issues:

- Developing effective work structures and processes within a new or existing team
- Initiating trust and support as the basis for more sustainable relationships
- Communicating effectively to gain results
- Understanding motivation and behaviour
- Recognize and respond to your team members' needs
- Identifying appropriate team roles
- Overcoming obstacles to team performance and success
- Enhancing problem solving and decision making

Duration: 2 days

## 2. Business Brainpower

### - Organizing and Memorizing Facts and Figures -

#### What's it all about?

Mastering your daily business activities requires more and more brainpower. Increased information inflow means that we are continuously recording, retaining and retrieving complex business facts and figures. Increased interaction with time-pressed business partners means we have to relate relevant information efficiently and quickly.

Tapping and using the full power of your brain will unleash your hidden potential, leading to increased work effectiveness and more success.

Imagine the benefit of:

- Capturing the essentials – reading at high speed while organizing and remembering the important information
- Expressing the essentials - structuring your ideas in written and oral communication easily and quickly
- Presenting powerfully – self-confidently delivering facts and figures from memory
- Keeping on track at meetings and negotiations – remembering discussion points and analyzing complex connections
- Impressing your partners – recalling names and faces to build relationships.

In this course you discover how to master your memory, accelerate your learning and understanding and work more creatively and effectively

#### Content

- Memory boosters to
  - ... store names and their faces
  - ... absorb and analyze complex figures and relationships
  - ... remember massive amounts of business facts
  - ... accelerate your reading skills – efficiently handling the information overflow of today's business world
  - ... digest and deliver crucial contents of business presentations and reports
  - ... handle the enormous information overflow of today's business world
- Forever clever - making brain training an integral, ongoing process
- Activating and training both sides of your brain – brain gymnastics to enhance synergy effects
- Increasing your mental fitness with concentration training and relaxation techniques
- How your brain works - benefiting from the latest research

Train your brain without straining your brain!

Participants are invited to bring their own “challenges” – material they want to read more effectively, contents they want to remember longer, ideas they want to structure for presenting or for meetings.

Duration: 2 days

## 3. Change Management

### What's it all about?

Today's management takes place in an environment characterized by rapid and dynamic change as well as by constantly increasing demands on managers' understanding of leadership and on their everyday practical management actions. Therefore the overall aim of the change management module is to support managers in the professional perception of their tasks and roles. To this end the participating managers will be equipped with relevant know-how about change processes as well as practical tools.

### Content

- The basic principles of change management (strategies, typical stumbling blocks)
- Patterns and stages in change processes
- Dealing creatively with change processes
- Recognizing and dealing with resistance; dealing with typical conflict situations
- Dealing with different types of change processes
- The role of and demands on managers in processes of change
- Reflecting on institutional culture during change
- Complex interventions during processes of change
- Professional communication during periods of change
- Be there for staff and teams during processes of change
- Reflecting on practice-based cases using the concept of peer consultation

### Objectives

After attending the seminar participants should be able to:

- Diagnose typical patterns in situations of change on both a staff and an organizational level – develop appropriate behaviors in response
- Recognize resistance among employees and reduce it effectively
- Recognize and reflect on demands placed on one's role
- Understand the interplay between structural and cultural changes and deal with them creatively
- Appropriate communication in different situations of change
- Reflect on practice-related questions raised by participants in case supervision

Duration: 3 days

## 4. Communication Skills & Conflict Management

### What's it all about?

Workplace conflicts are normal and expected, and can even be healthy. When left to worsen or fester, however, they can result in a work environment that feels like a minefield. In these instances expertise in conflict resolution management may be needed.

### Content

Communication Skills and Conflict Management consists of two parts: a basic seminar and a follow-up seminar. The basic seminar will show you how to analyse and manage conflicts, deal with difficult people, and settle disputes amicably. You will learn to apply conflict resolution skills in order to handle communication problems and personality clashes in business, learn to apply negotiation and mediation skills, and manage intercultural business conflicts. The follow-up module addresses concrete, real-life situations which have arisen in the course of your day-to-day work. The follow-up module is structured flexibly to provide for individual questions, supervision units and feedback opportunities.

### Objectives

Course contents will be customised to your needs and personal work-related issues. Overall, the course emphasises the following topics.

- Understanding what conflict is and why it occurs
- Recognizing conflict symptoms and the dynamics of conflict
- Understanding the difference between intrapersonal and interpersonal conflicts
- Overcoming conflicts through better communication
- Negotiating win-win solutions
- Choosing the best conflict style
- Coping with emotions that usually accompany conflicts
- Dealing with difficult people
- Asserting your position positively
- Handling successfully professional real-life situations
- Supervision units and feedback opportunities

**Duration:** 3 + 2 days

## 5. Getting to a Yes

### What's it all about?

To get new or more business on board you have to master successfully two challenges:

- convincing your client by an outstanding pitch & presentation and
- getting the most out of the following business negotiation

This course is specially designed to develop and enlarge your personal skills in these areas of excellence by a 3-day intensive course. It will boost your confidence level and make you familiar with specific techniques to increase your power and intensify your message – even in tough situations.

### Content

Depending on the participants objectives and skills, the trainers will analyze and train on the following issues:

#### Part I: The convincing pitch & presentation

- Identify and focus on the audience's needs
- Shape your central message and structure your presentation
- Identify and utilize "Impact Techniques" and presentation styles
- Use body language and voice effectively
- Design and handle appropriate visual support
- Deal with questions and objections
- Ask for the business

#### Part II: The winning negotiation

- Fix goals & aspirations
- Prepare by analysing the importance of issues
- Set your agenda and your own BATNA
- Develop the bargaining zone
- Use appropriate question techniques to probe the other parties needs & concerns
- Utilise different negotiating styles to maximise your effectiveness
- Break deadlocks and identify value creating alternatives
- Handle possible "dirty tricks"

Duration: 3 days

## 6. Interviewing Skills

### What's it all about?

An interview shouldn't consist of just a casual conversation: You should be prepared to ask questions that enable you to judge an applicant's qualifications and give you insight into that person's strengths and limitations as they apply to the job.

This course will cover the practical skills needed to make interviews productive and focused. It will give you an understanding of the processes which will make you more effective and increase your confidence and sense of achievement. You will learn how to conduct an effective interview so that you are able to attract the best candidates and choose the best person for the job.

### Content

Depending on the participants' objectives and skills, the trainers will analyze and train on the following issues:

- developing strategies for an effective recruitment practice
- following the stages of recruitment.
- preparing for an interview
- opening the interview
- questioning the candidate
- structuring the interview
- building rapport and relax the interviewee
- avoiding interviewing pitfalls
- closing the interview and outlining doubts
- making the decision

Duration: 2 days

## 7. My Face to the Customer

### What's it all about?

In a customer focussed organisation *everyone* sells. This does not mean that everyone is a salesperson, but that throughout the sales cycle your customers deal with many people in your organisation.

Customer focus can be a powerful differentiator in many markets. It can make the difference between retaining and loosing hard-won business. It is said that no one gets (or wants!) a second chance to have a first experience – with you and with your company.

Effective communication with customers is a must for anyone who wants to dramatically improve his or her service relationships.

This course is designed as two day training aimed at developing sales awareness and customer focus in non salespeople.

### Objectives

- To understand the role service plays in client satisfaction and retention and the critical role employees play in creating value and building loyalty
- Apply effective communication approaches with customers
- Develop communication strategies for different moments of truth
- Evaluate any given communication situation to determine and apply the best approach both to achieve their objectives and to build respect and credibility
- Communicate negative information with positive results
- Quickly and easily identify communication barriers and act to remove or at least minimise these barriers
- Clarify customer needs and concerns
- Handle complaints in a manner which at the very least satisfies the customer
- Interact with customers in a way which focuses on building long-term relationships
- Identify pro-active strategies for getting customer feedback

This highly interactive program includes an effective balance of lecture, individual and group activities and exercises.

**Duration:** 2 days

## 8. MBTI

- Reduce Conflicts and Increase Efficiency by Understanding -

### What's it all about?

People are different. The way a person perceives and reacts to the world is absolutely unique. The Myers-Briggs-Type-Indicator (MBTI) is one of the most successful and powerful tools to achieve a better understanding of yourself and others.

It helps you to discover and rely more on your strengths, to better understand other people's actions and attitudes and to use the diversity of people around you in a more effective way.

This explains why MBTI is an invaluable tool for more success in both private and business life, in teams and organisations.

### Content

This workshop provides a better awareness of yourself and others by...

- clarifying the roots of your own behavior and those of others
- identifying your personal areas of strength and weakness and comparing these to your work requirements (career development)
- comprehending the specific strengths of others and using them to complement your own performance
- deeper understanding and better handling of conflicts
- maximising the output of your communication by identifying the counterpart's character and by responding to his/her needs
- using different perspectives, strategies and styles for better problem solving
- understanding team behavior and identifying strengths and weaknesses of your own team

### Objectives

This training...

- uses MBTI as a personality indicator to create a higher degree of self-awareness
- provides intense input concerning benefits and limitations of this tool
- works with indoor exercises (group and individual exercises) to support the understanding of MBTI and to experience the benefits involved

Duration: 1 day

## 9. Meeting Management

- Maximize the Output of your Meetings –

### What's it all about?

Meetings are a vital factor for success in our business world.

But meetings are also often events where minutes are stolen and hours are lost. Learn how to plan meetings that involve the right people for the right reasons and to get the most out of the people attending within the time allotted.

This course helps minimize your effort while maximizing the output of your future meetings.

### Content

This training supports you in maximizing the output of your meetings by...

- understanding the different types of meetings and their requirements
- identifying your "meeting personality" (MBTI) and its impact on your planning and actions
- scheduling and preparing meetings appropriately and fixing your goals
- defining your role and identifying the roles of others
- developing and providing an effective structure for the meeting
- handling the media involved
- keeping the time factor under control
- dealing with emerging conflicts and challenging meetings
- getting your point across effectively using facilitation and presentation techniques
- involving people through different communication & interaction techniques
- delivering a suitable follow-up

### Objectives

This training...

- uses a personality indicator (MBTI) to create a higher degree of self-awareness
- includes video-analysis to discover individual areas of strength and areas of improvement
- employs a highly practice-orientated format - you practice how to run a meeting from your daily business
- involves different exercises and role plays
- offers professional debriefs from both the trainer and the group
- comes with a meeting planner

Duration: 1 day

## 10. Effective Moderation - Facilitation

### What's it all about?

The art of “Facilitation” is essentially the unseen ability to make things happen. Meetings happen thousands of times a day in the average international organization. Unfortunately many of them lead to little in the way of results. Facilitation or ‘moderation’ is a set of skills and tools for guiding the meeting process in such a way that the clarity, agreement and action are the outcomes of every meeting. Effective facilitation is a critical success factor in today’s business environment. Beyond leading to better results, more useful meetings and clarity of actions and goals, good facilitation reduces the commonplace frustration that most people have with endless-pointless meetings; time wasted, nothing accomplished. This in turn leads to higher job satisfaction as well as better business results.

In this workshop, we will review and practice the tools and methods for good meeting facilitation. This course is designed to develop and improve your individual skills. It will make you familiar with the strategies, tactics and tools for effective facilitation.

### Content

Depending on the participants’ objectives and skills, the trainers will adapt as necessary and focus on the following issues:

- Meeting preparation and planning
- Pre-meeting communications
- Analyzing and understanding your audience's needs
- Get practical hints for good moderation
- The “Do’s” and “Don’ts” of structured moderation/facilitation
- How to create a positive atmosphere and make meetings fun
- Structuring your moderation to lead a meeting
- Developing powerful impact techniques to get the audience's attention
- Designing focused and memorable visual supports to reinforce your message
- Using body language and voice to get attention of the audience
- The right implementation of question & answer sessions
- Managing demanding and critical situations and colleagues

**Duration:** 3 days

## 11. Negotiation Skills

### What's it all about?

We often don't realize that we are negotiating constantly. In almost every single situation, negotiation is involved and our ability to negotiate determines the success of the output. This training is designed to support you in maximizing your deals by becoming competent and confident in both private and business negotiations. You gain valuable skills, tools and tactics, helping you to improve your personal negotiating style and your success as a negotiator. This program is suitable for experienced negotiators looking for a refresher training as well as for newcomers looking to optimize their negotiating roles.

### Content

Depending on the participants' objectives and skills, the trainers analyse and train on the following issues:

- experiencing the power of preparation and the key factors for efficient preparation
- understanding, handling and influencing the process of negotiation
- efficient and positive bargaining (anchor points; entry & exit points)
- gathering information and power by using appropriate question techniques
- practicing techniques to break deadlocks, dealing with obstacles and creating alternatives for mutual gain (sticking points)
- handling power imbalances
- identifying and neutralising "dirty tricks" used by others
- using your body language to reinforce your message
- practicing negotiation in teams as well as individual negotiations

### Objectives

This training ...

- provides theoretical background on all the key areas of successful negotiation
- creates greater self-awareness and supports feedback & reflection by means of video-analysis
- uses various real-life case studies to stick as closely as possible to real business world scenarios
- provides several negotiation checklists to maximise the quality of your preparation
- uses a pre-training questionnaire for identifying and focusing on your needs

**Duration:** 3 days

## 12. Advanced Negotiation Skills

- The secrets of mastering demanding negotiations –

### What's it all about?

The higher you rise in the company hierarchy, the more important the output of your business negotiations becomes. They can have a massive impact on the company's future as well as on your own career. But understanding how to negotiate is one thing, becoming a top class negotiator in a highly competitive and international business is another. The program is suitable for experienced negotiators who want to explore their performance and expand their skills when faced with demanding negotiations in their business life.

### Content

Depending on the participants' goals and skills, the trainers analyze and train on the following issues:

- getting a fresh-up in the key factors of negotiations
  - ... the key elements of a successful preparation
  - ... the process of negotiation
  - ... bargaining effectively and positively
  - ... techniques to break deadlocks and to deal with objections
  - ... gathering information and increasing power
  - ... neutralising "dirty tricks"
- experiencing an in-depth strategic and tactical planning for complex negotiations
- identifying your negotiation style and altering it to your counterpart's actions
- understanding conflicts and dealing with them effectively
- recognising and handling the impact of cross-cultural differences in negotiations
- managing multi-party negotiations

### Objectives

This training ...

- gives theoretical background on the key areas of demanding negotiations
- supports you in reviewing and analysing your behaviour by video-analysis
- builds on demanding real life case studies
- provides several negotiation checklists to maximise the quality of your preparation
- uses a pre-training questionnaire to identify and to focus on your specific needs

Duration: 2 days

## 13. The Winning Pitch & Presentation

### What's it all about?

Pitching and Presenting effectively has become a key success factor in today's business life. A winning presentation will open doors for commercial opportunities, business contacts and personal success. The ability to communicate your ideas and propel people to actions depends on two crucial elements: the ability to tailor your presentation to the interests of the audience and to fascinate by your delivery.

This course is designed to develop and improve your individual skills. It will make you familiar with the essentials of business pitches and presentations will boost your impact and will strengthen your individual style.

### Content

Depending on the participants' objectives and skills, the trainers will analyze and train on the following issues.

- analyzing and understanding your audience's needs
- defining a key message relevant to your audience's interests
- structuring your presentation to lead the audience to your target
- developing powerful impact techniques to get the audience's attention
- sharpening your rhetorical skills
- designing focused and memorable visual supports to reinforce your message
- using body language and voice to fascinate the audience
- conducting question & answer sessions with confidence
- handling demanding and critical audiences
- exploiting innovative and creative methods to design your presentation
- asking for the business

**Duration:** 3 days

## 14. NLP

- 3 letters for business success -

### What's it all about?

“Only if you are able to lead yourself you will be able to lead others” is an old wisdom in leadership theory. NLP provides the key to understand the patterns of human behaviour, communication and motivation. This training is therefore for those you have a strong desire to move beyond limitations, whether self imposed or otherwise, in the pursuit of goals. It is about engaging people’s hearts and minds, encouraging them to grow to their full capacities and potentials. Learn from NLP with its insights into patterns of thinking, creativity and individual and group empowerment. Benefit from NLP’s useful models and engaging activities.

### Content

- learn flexibility in working with contrasting personalities and individual differences; harness the talents of individuals
- manage your 'state' (including stress levels) so that it is appropriate for the situations and people you encounter
- recognise and utilise mental strategies for achieving success in any aspect of your work and life
- learn how to lead goal orientated through your communication
- adopt beliefs of excellence to give you increased flexibility and influence over the choices you make and the results you achieve in your business and personal life
- experience situations from different perspectives so that you can negotiate resolution to conflicts where you may previously have been stuck or blocked in some way
- create a suitable environment and an appropriate attitude to allow innovation to flourish in individuals, teams and organisations examine their impact on your private & business life
- programme your future for sustainable change

Duration: 3 days

## 15. Outdoor Experience

### What is it about?

You want to know which training methods really work? How topics and targets can be tackled and turned into action in result-oriented simulations? This course invites you to experience first-hand what is possible with experiential training methods and see how the methods used lead to an optimized transfer into daily business life

Experiential training methods focus on turning experiences into action. Your organization can benefit from these methods wherever you want to propel performance - team and leadership development, effective communication, conflict management, change management and organization development. You will participate actively in a variety of methods and discover for yourself how effective they are. At the end of the training you will be able to judge training concepts more professionally and to attune yourself and others better to upcoming trainings.

In a pleasant learning environment we work on three levels:

- Experiment – try out action-oriented methods
- Reflection – on results, success, process, communication, roles
- Transfer – work with theories and concepts to ensure transfer on the job

The relaxed atmosphere and fun, combined with the call to apply learnings in your life, make this training a positive experience for you, the participant.

### Content:

Depending on the participants' individual interests and prior experience, the training will focus on:

- Trying out methods, both indoor and outdoor, which lead to action at the work place
- Reflecting on exercises – supporting of findings, understandings and key learnings
- A complex outdoor exercise (climbing project, cave or similar activity)
- Implementing targets in simulations
- Challenge as a key factor in the process of learning and development
- Examples from the trainer's daily work
- Meta-reflection – why methods focussed on action help to secure transfer

Duration: 2 days

## 16. Project Management

### What's it all about?

An efficient project management makes the difference between success and failure in business.

But managing projects successfully requires a variety of skills such as time and resources management, communication with clients and project members and the handling of complexity and unplanned events.

This training provides you with the essential tools, techniques and skills for project management to turn your current and future projects into a personal and organizational success. It is designed for project team members, sub-project leader as well as project managers.

### Content

Get a grip on your projects by...

- understanding the meaning and the consequences of projects
- identifying the scope, limitations and expectations linked to your project
- breaking down projects into 5 crucial phases
- mastering a variety of effective tools and techniques for each phase (milestone plan, cost & capacity plan, activity list & structure and further instruments)
- identifying traps and success factors of communication in projects (within the team and related to clients and your organisation)
- knowing how to use leadership skills to gain agreement and support
- managing your time by distinguishing between project, job and daily tasks
- handling the complexity by efficient tools

### Objectives

This training...

- gives theoretical input about the essentials of project management
- is highly practice-oriented - you apply the input directly to your individual projects which you bring to the training
- works with various creativity methods
- comes with a project planner as well as various other checklists and documents

**Duration:** 3 days

## 17. Service, Service, Service

### What's it all about?

In a customer focussed organisation *everyone* is a service person. Understanding your impact within the internal client – service – chain will help to improve the service mentality of the entire company.

Learn about many useful details that help you influencing communication to the customers benefit. This training focuses on internal “customers” - who can be your colleagues in the same office, other department or same project. Effective communication with your internal “customers” supports you achieving in the end the best result for the external customer. What is the meaning of the word “customer”? A definition gives you an idea of the importance of “customer” focus for internal people without direct external customer contact. Your attitude towards “customers” and “service” is a key factor to organisational success.

This course is designed as two day training aimed at developing sales awareness and “customer” focus in non salespeople.

### Objectives

- Understand the importance of “customer” focus
- Be aware of your role within the organisation and the link to “customer” satisfaction
- Reflect the significance and importance of internal service partnerships
- Use highly effective communication tools to deal with your “customers” / colleagues
- Clarify “customer” needs and concerns
- Understand the process of creating satisfaction and avoiding dissatisfaction
- Develop strategies to follow your own goals while acting “customer” focussed
- Communicate effectively in difficult situations
- Handle “customer” complaints
- Learn about other examples what organisations do to act “customer” focussed

This highly interactive program includes an effective balance of lecture, individual and group activities and exercises.

**Duration:** 2 days

## 18. Selling Skills

### - Becoming a Customer Consultant –

#### What's it all about?

With products and services becoming more and more interchangeable, there is only one way to run a business successfully and with sustainable profitability - you have to change your role from a pure sales person into a customer consultant. Focussing on uncovering your customer's needs and understanding his/her decision-making process is crucial in order to optimize the selling process.

This highly interactive course provides you with a systematic approach helping you to anticipate - and positively influence - your customer's behavior as he/she moves through the buying process.

#### Content

You optimize your customer focus by

- professionally preparing for success
  - ... identifying your customer's needs and matching them to the strengths of your product
- developing rapport with different types of customers
  - ... evaluating your client's needs
  - ... understanding buyer motivation and decision-making styles
- constructive communication
  - ... adapting your communication style to achieve maximum impact on your customers
  - ... using communication builders
  - ... asking needs and problem-based questions
  - ... avoiding and overcoming obstacles
  - ... practicing the art of active listening, pacing and leading
- conducting discussions to gain commitment
  - ... using a systematic approach to discussion phases
  - ... staying in control of the discussion phases
  - ... mastering closing techniques
- choosing a winning attitude
  - ... exploiting your knowledge, information and resources to develop self-confidence
  - ... working for mutual gain

#### Objectives

This training...

- uses role plays including video analysis for sensitising you to your strengths and development potential
- provides an indicator to identify your personal motivation and decision-making style and to increase your ability to assess your customer's style
- uses both group experience and trainer-input to exploit the success factors of selling
- supplies you with check-lists to help you prepare and use questioning techniques and direct discussion stages
- supports you in developing a personal action plan to implement the suggestions and impulses in your daily business

Duration: 2 days

## 19. SimArch – Bank Simulation

### What's it all about?

This hands-on program is designed to provide participants with an understanding of the strategic and tactical decision-making processes facing senior bank executives in the banking industry. In this highly competitive market the future of an institution depends on managers who can knowledgeably evaluate information and make informed decisions in accordance with their organizations strategic objectives. This requires a sound, cross-functional understanding of the institution's business. A goal of this program is to stimulate participants to look beyond their own specialized areas to what is best for the institution and, as such, it is an essential component of true enterprise risk management. Participants work in teams of 3-4 to manage their assigned bank online competing with the other bank teams in a constantly changing economic environment. The performance is reflected in the share price that in turn is dependent on profitability, volatility, rating, soundness of financials and dividends. After each quarter all decisions are analyzed and alternative strategies explored.

By the end of the program all bank teams have to present their performance to their virtual supervisory board. They will have to explain the strategy pursued and will have to elaborate on their successes and failures encountered during the course.

The demand level will be adjusted to the existing knowledge and the learning curve by adding further steering tools like Interest Rate Swaps, Securitization and Investment Banking. Thus it can be designed for groups with advanced financial understanding as well as non-bankers likewise. In order to immediately transfer acquired knowledge to real life banking we also cover current issues like Basle III with its expected changes, Client segmentation, Client Wallet Sizing, competitors watch and strategies of leading players in the market.

Decisions that have to be taken in every quarter refer to:

- Strategic Planning
- Liquidity Management
- Asset and Liability Management
- Interest Rate Management
- Credit Portfolio Management
- Income and Cost Control
- Solvency Management

For most participants it is a once in their life chance to run a bank and to build an all-embracing understanding for management decisions with all conflicting interests of stakeholders. Without this experience we tend to judge the world from our individual perspective which might be a misjudgement compared to a more objective consideration.

Programs can be designed for 2-4 days depending on educational background and envisaged learning goals. Sessions are generally run by one trainer for groups of 16. For bigger group sizes 2 trainers are recommended.

**Duration:** 2-4 days

## 20. Simindustry – Business Simulation

### What's it all about?

As a banker, you generally rely on historical (financial) data and your subjective opinion on future development.

Simindustry helps you to step in the shoes of your corporate clients – concerning their past, their present and their future – so that banks and corporates work together to build value for both. Simindustry means Synergy!

With Simindustry you will:

- understand where to look in financial statements and ask the right questions in analysing the figures
- become aware of the impact of the banker's decisions on the client's business
- deepen your understanding of financial key data and concepts like 'economic value added' (EVA)
- discover the secrets of 'creative accounting'.

Much more than a simulation, Simindustry is a powerful learning tool and a valuable instrument to enlarge your business knowledge and expertise. Simindustry is also extremely serious fun!

### Content

You work on a board game simulation representing your “company”. In doing so, your “company” and the “companies” of the other participants compete together on the same market. All of the “company's” strategic decisions must be made in the course of the seminar.

With the help of coins and boxes, all assets (buildings, machines, products, raw materials, liquid funds) as well as expenditure and income can be represented, influenced and moved. Thereby you increase not only your understanding of the seminar contents, but you also put this into action and experience the consequences.

### Objectives

- Know and recognise factors which influence strategic decisions
- Develop or deepen your grasp of business fundamentals from a company - not a bank - view
- Get a broad understanding of situations in industrial companies
- Become aware of the need for corporate thinking and corporate competitiveness
- Transfer the insights and knowledge generated by the simulation to the reality in your own business
- Acquire the ability to interpret and analyse economic reports from the financial media
- Read, understand and analyse annual reports

Duration: 3-4 days

## 21. From Time Management to Self Management

### - Making the Most of Your Time –

#### What's it all about?

One of our most delicate resources in private and business life is time. But in reality time cannot be managed, it is uncontrollable - we can only manage ourselves and our use of time. The challenge is to use the same 24 hours to get more done, with less stress and with the feeling that you are in control of your time. This training supports you in reaching your business and personal goals by making maximum use of your time in by making the maximum use of your time through:

- doing the right things: setting meaningful goals, priorities and tasks and
- doing the things right: planning and organizing yourself to be efficient and effective

#### Content

You develop attitudes and skills to make maximum use of time by ...

- learning to set goals and priorities for both your business and private life
- planning and organising your daily tasks
- managing your paper work
- using techniques to speed up tasks
  - ... speed reading technique
  - ... memorising techniques
  - ... working techniques
- identifying and making the best use of your "time type" and dealing with different "time types"
- recognising your personal time stealers and how to deal with them
  - ... the art of "saying no"
  - ... the art of delegating
  - ... the art of dealing with procrastination
- exploiting your energy levels efficiently to avoid stress

#### Objectives

This training ...

- acquaints you with the ABCs of time management
- provides an indicator to identify your personal "time type"
- presents self-assessment instruments to help you identify your goals, priorities and time stealers
- encourages self-reflection and self-development
- gives you tips and tricks for efficient planning, organisation and implementation
- supports you in developing a personal time management strategy
- creates learning partnerships to encourage and monitor success after completion of the course

Duration: 2 days

## 22. The Trusted Advisor

### What's it all about?

The aim of this course is to leverage your deep product knowledge in client meetings to add value- both to the bank and to your client. Especially in these times of lacking trust in banks and finance, you **distinguish yourself from the competition by** acting as a trusted client-centered consultant:

- gaining a complete and honest view of your client's needs to surpass his expectations
- giving a balanced and fair picture of your product's capabilities and risks to build trust
- getting client buy-in based on a true matching of client needs and your product solution.

With this Trusted Advisor approach you build long-term, fruitful and win-win client relationships. This practical and highly individual training enables you to boost your business results with a successful skills set and a proactive "can-do" attitude. We work on your special cases, using your scenarios to ensure a smooth transfer into your daily business life.

#### **Consultative Selling**

- Leveraging product knowledge to gain business
- The client's decision-making process: adapting your message to the client's thinking
- The "SPURRing®" process: How can you use questions to acquire trust, advise the client and spur the sale?
- Developing "SPURRing®" questions for your own case

#### **Building Relationships on Trust**

- Using pacing and leading techniques in verbal and non-verbal communication to build identification and create common ground.
- Applying the 4 C's of trust building to ensure honest and valuable relationships
- Keeping trust even in difficult situations: when giving negative news or informing of risks

#### **Planning & Preparing**

- Developing a checklist to analyse your client and competitor's strengths in relation to this client
- Immediately creating and keeping interest with a powerful Central Message
- Preparing your own case

#### **Win-Win Communication**

- Active listening techniques to show empathy and leverage knowledge
- Using question techniques for showing interest, structuring the discussion and empowering the client
- Avoiding killer phrases to enhance smooth communication
- Developing Win-Win options for mutual benefit
- Focusing on common ground and long-term relationships
- Using the 3S structure to Start, "Spur" and Solve client needs and win the deal
- Convincing with client-focused strategies
- Mastering 5 techniques to smoothly overcome objections and move forward

### Methodology

Interactive input and discussions, preparation checklists, developing strategies for each topic for delegates' own cases, video-supported role plays with intensive individual feedback from the trainer and group

Duration: 2 days

## 23. Turning Stress into Success

- A whole-Brain perspective -

### What's it all about?

It teaches participants to identify the key stressors in their lives, both personal and professional. By using “Per-K” whole-brain techniques, participants learn to effectively transform the energy of stress into energy that can be used for constructive purposes.

These simple to use techniques are especially effective in redirecting the subconscious and conscious minds toward solutions rather than focusing on problems. The key to success is being able to see the opportunity in challenging situations and to turn difficulty into creativity. Participants report feeling more calm and confident in situations that used to be out of control.

### Content

- learn how to turn self-defeating beliefs into self-empowering beliefs
- identify self limiting beliefs by making direct contact with the subconscious mind.
- practise the change techniques to re-pattern your beliefs

Duration: 2 days

## 24. Virtual Teams

### What's it all about?

Within the last decade the definitions of 'teams and teamwork' have shifted quite significantly. It used to be that a team was an intact group of people working in conjunction with one another and having frequent if not constant face to face interactions. The Global Economy has changed that notion radically. Nowadays teams are more and more often quite dispersed, with members not just in different buildings but often on different continents.

The term 'Virtual Team' has been coined to capture this new way of working. A virtual team works across space, time and organizational boundaries with links strengthened by webs of communication technologies. These team members can be located at different locations within one country or can be situated at different locations in different countries across the world. Virtual teams offer the opportunity to manage projects and solve complex problems by drawing on resources across the globe in a 24/7 world. The current Information Age has created an atmosphere of transition, in which information, dispersed electronically allows teams to work together across borders and distance, connected by networks.

### What are the challenges of leading or working in a virtual team?

Without face to face interaction there is less opportunity to enjoy the human side of work. Virtual teams can suffer a number of issues:

- Commitment, Trust and Support for one another
- Non tangible results
- In short, the normal day to day interactions which make teamwork satisfying go missing.
- The common challenge is how we can most effectively and efficiently as leaders and team members create satisfying and enjoyable teamwork in our virtual organizations.

### Content

#### About people

- Motivation, Trust, Relationship building, Networking and social capital
- Develop awareness of critical situations
- Extrapolating beliefs, views and values of the other team members
- Leadership - Leading virtual teams – what do your team members expect and what kind of support do they need

#### The purpose

- Organizational and international diversity
- Critical success factors
- Developing and communicating a common vision
- Developing individual and team goals

#### The media factor

- What kind of meetings do you agree on?
- Appropriate use of technology: applying "connecting rather than disconnecting technology"

Duration: 2 days

## 25. Write for results - read with speed

### What's it all about?

Communication is what drives our business – and our careers – forward.

We have to keep in touch – informing and being informed about project progress and new developments, sharing input and impulses.

On the other hand, increased information inflow and interaction means we often have the feeling of drowning under the tons of written communication – from emails to customer correspondence. The enormous amount of time we spend on reading and writing takes up more of more of our office day.

In this course you learn to balance the increased business need for communication with your need to save time and still get your ideas heard. You:

- Express the essentials - enabling you to get your message across quickly, convincingly and eloquently
- Capture the essentials – reading at high speed while organizing and remembering the important information

### Content

#### Writing

- Preparation – quick and easy
  - ... TAC preparation formula to ensure goal and reader-oriented communication
  - ... Mindmapping techniques to focus and structure your thoughts
- Using the 4 S's to polish your writing
  - ... Short – get to the point
  - ... Simple – ensure understanding
  - ... Structured – help your reader to absorb and store your information
  - ... Stimulating – capture and keep your reader's attention

#### Reading

- Read faster - double your reading speed
  - ... Reading with your hands and your eyes
  - ... Eliminating reading “time-wasters”
- Read better – step up your comprehension
  - ... The SQ3R method to aid information absorption
  - ... Memory boosting techniques for storing and remembering information

#### Practice

- Bring examples of your written communication (reading and writing) for individual tips and fine-tuning
- Train English expressions and phrases to boost your communication style

Duration: 2 days

## Trainer Profiles

### Stefanie Flecke

Stefanie looks back on a profound track record of developing and delivering international leadership programs for global players. Some of her programs are still used as best practice for worldwide management qualification standards of these companies.

Furthermore, she is in great demand as an experienced business coach, working individually with senior managers as well as management teams. Her practical and theoretical competence is based on her work in a leadership role at adidas-Salomon AG and as an International Management Trainer for Volkswagen Coaching before starting her own companies.

### Dirk Fröhlich

Dirk is an expert for high-level leadership training in international management programs. Additionally his expertise as a consultant for System Dynamics is especially in demand for clients looking to combine subject competence with soft skills.

His in-depth business background results from his work at Deutsche Bank and his position as a Senior Accountant for Coopers & Lybrand. This was enhanced by working several years for the Volkswagen Coaching as an International Management Trainer across several continents in multi-cultural settings.

### Markus Gebhardt

Markus is Management-Trainer and Consultant specialized in: Team Management, Leadership Development, working with remote teams, Organizational Development, Project-Management, Customer Satisfaction and in design of programs. He has attended several seminars in the context of leadership, social competence in management, conflict management, communication, motivation, customer orientation; he also designed different programs for the Automotive industry.

### Dr. Karin Gruber

Karin is an organisational development consultant and business coach, consulting international companies in the areas of strategic leadership management, communication and conflict management. In addition, as a psychologist she is an expert in individual and team coaching for senior managers and management teams. She has started her carrier as a researcher in the United States and continued it in Germany as a coach, project leader and consultant. She has worked for several years with an international bank before she founded her own company.

### Frans van Laar

Frans is an expert for training courses and workshops in the field of: financial analysis, strategic management, equity and company valuation for graduates as well as senior managers. Furthermore, he is an expert in training banking professional on Bank Risk Management. Before he became a professional trainer, he held several management positions with ABN AMRO and ING Markets. His 17 year career in investor relations and equity capital markets warrants in-depth knowledge of the financial industry.

### **Barbara Young-Maags**

Barbara is highly specialized in innovative and motivating trainings on diverse topics developed from her decades of experience in learning and development. Her leadership trainings benefit from her own leadership position at a German multi-metal company. The combination of work experience in USA, Germany and Australia together with the seminars conducted for professionals on 6 continents makes her the ideal trainer for international groups. Training topics include: Leadership, Presentation, Negotiation, Train the Trainer, Communication and Conflict Solving and Self-Management.

### **Susann Patuschka**

Susann's expertise is in the area of interpersonal communication, personal mastery and leadership. Her seminars and workshops are highly participatory, motivating and solution focussed. As a consultant for System Dynamics she combines individual and corporate needs.

She uses her experiences and research in doing business in different cultures as a result of living and working in P.R.China and Czech Republic for more than 8 years. Her business background was built up by working in a bank and being a International Management Trainer both with Volkswagen Coaching and Rainbow Consulting Shanghai for several years before she started her own business.

### **Ralf Polter**

Ralf has a master degree in business administration from the University in Cologne / Germany. After his study he passed an apprenticeship and worked 8 years for a major private bank in various areas such as treasury, asset management, trade and corporate finance. Thereafter he spent 13 years in senior positions with a leading international bank primarily in corporate relationship banking. In 2002 he became an independent consultant, trainer and coach for banks and bank academies. According to his professional background his core competence is corporate banking both for domestic and international financial institutions.

### **Dr. Petra Schmöller**

Petra is very experienced in international management training & coaching. Her main topics are leadership, change management, personality and business management. She is focusing her consulting activities on designing and accompanying change processes within middle and big sized companies. Within her holistic approach she is effectively integrating practical as well as theoretical aspects and hard as well as soft facts. The foundation of this kind of work is her comprehensive education in business management, her multifaceted psychological qualification and her many years' practical experience as leader and trainer/coach at Volkswagen Coaching GmbH.

### **Prof. Dr. Ilse-Silvia Zaharia**

Silvia is an expert for tailor-made 360° reviews in international leadership programs and settings. Giving lectures in four languages she successfully combines her scientific expertise in marketing & market research with her experience in the consulting & training business. Before entering academics, Silvia held various management positions with Tchibo, a major German retailer.

With her Romanian roots and her international studies (Romania, France, Germany& UK) she is uniquely qualified for consulting international companies entering East European countries.

### **Barbara Zuber**

Barbara is an expert for facilitating change – on a larger scale: organizational change and transformation, on a smaller scale: personal change for success and life balance. For the organization this means staging tailor-made programs to accompany transformation processes on all levels in the organization to ensure commitment, integrate the people involved and design appropriate communication. Apart from qualifying managers and change agents in facilitating transformation she is also highly asked for as a business coach working with senior managers as well as management teams and in building high performance teams.

## Letters of Recommendation



ABN AMRO Bank  
Gustav Mahlerlaan 10 [HQ0070]  
1082 PP Amsterdam  
P.O. Box 283 [HQ0070]  
1000 EA Amsterdam  
The Netherlands

To whom it may concern

Date  
2 March 2012  
Subject  
Letter of recommendation

Reference  
AAB/JN/LoR  
Department  
Global Export & Project Finance  
Telephone  
+31 (0)20 628 63 85  
Fax  
+31 (0)20 383 59 74

Dear Sir or Madam,

It is my pleasure to recommend the services of AAA Learning to you. Our department experienced their Client Focus Presentation training as competent and enjoyable.

Their work is a major factor in our success, 'SPURR<sup>ing</sup>' us on in our client presentations to:

- explore the client's strategies, goals and challenges;
- probe problems to create awareness and needs;
- create a desire for solutions;
- reach our goal.

I can confidently recommend AAA Learning as a solid and reliable company and experts in their field.

Yours sincerely,  
ABN AMRO Bank



Janet Nieboer  
Managing Director  
Head of Global Export & Project Finance

## Investment Academy Pitching and Product Knowledge (1/2)

As you can never be too prepared for a client pitch, IP Campus organised a customised training for the Institutional Clients team of Northern Europe on 25 and 26 March.

The training was given by Stefanie Flecke and Barbara Young-Maags, who have about 15 years worth of experience in training, consulting and coaching for the financial services sector. With their hard-hitting and practical approach, combined with empathic and enthusiastic personal skills, they provided an intensive and sustainable learning experience.

The training focused on:

- Product Know-how to increase cross-selling potential and build client loyalty
- Pitching skills to boost business with client-oriented, convincing and well-structured pitches while cultivating trusting relationships
- Client analysis tools to identify cross-selling potential and initiate action to drive the business

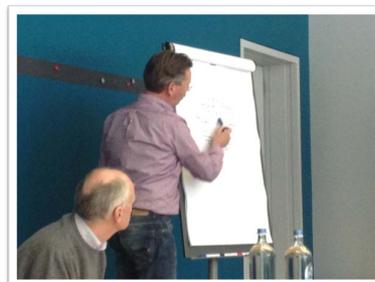
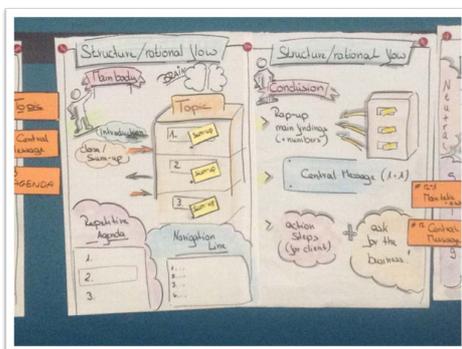
Feedback of participants showed that trainings like these are highly appreciated as useful tools to continue to surpass our clients' expectations.

For more information, please contact [Julie.vanthoff@bnpparibas.com](mailto:Julie.vanthoff@bnpparibas.com)



<http://mys>

## Investment Academy Pitching and Product Knowledge (2/2)





ERSTE GROUP

## Erste School of Banking and Finance

### Letter of Recommendation

**To whom it may concern:**

**Erste Group Bank AG** is one of the largest financial services providers in Central and Eastern Europe in terms of clients and total assets. It has always focused on retail and SME banking.

**Erste School of Banking and Finance** is the "learning hub" of Erste Group Bank AG. It is the Group forum for knowledge, corporate development and networking. It is a corporate, internationally recognized knowledge institution with an academic profile.

We can highly recommend aaa-Learning as providers of training courses designed to boost business results and inter-personal communication.

Triple-A-Learning offers three courses in our Open Training Program:

- The Successful Pitch: How to get to a "Yes"
- Writing Skills: Manage your Message
- The Trusted Advisor: Client Centric Consulting

Already in the preparation stage, they deeply analyzed our business situation, developing together with us a training concept for each course designed especially for our needs. Prior to each module, they determined each team members' strengths and requirements to adapt each course individually to the participants.

The wide variety of innovative methods challenged the participants, empowering them to learn and develop in new ways. The training included theoretical background together with practical activities building on the participants' day-to-day work. Each participant benefitted from intensive feedback on his performance in role play and case study scenarios. After the course participants received their personal video recording and a documentation of all flipchart material developed together during the course. This increased reflection on the contents and helped to anchor their learnings on the job.

Triple-Learning trainers Stefanie Flecke and Barbara Young-Maags demonstrated profound international and local experience as well as subject expertise, increasing their credibility and effectiveness. Their enthusiasm and empathy contributed to an interactive and captivating session, surpassing our already high expectations.

The results of the course evaluations underline the participants' complete satisfaction with the whole initiative.

As our cooperation proved to be such a success, we definitely plan to continue it for the years to come.

We have complete confidence in aaa-learning and are happy to offer them our highest reference

Sincerely,



Aura Okur  
Programme Director  
Learning & Development – Erste School of Banking and Finance



Vienna, 8/4/2013

**“Pitching Skills” Training given by Triple-a Learning to Erste Loan/ Debt Capital Markets**

In our current business environment banks like us are facing the challenge of maximizing the differentiation between ourselves and the competition in a competitive market environment.

We requested Triple-a Learning to support us in guiding the client through the message we wanted to convey, asking for and winning the business.

Their approach included working with the participants' own cases to prepare and deliver a business-related pitch. ,intensive video-supported feedback from the trainers and the group, as well as initiating, sharing and anchoring Best Practice within the team.

We were especially impressed by their interactive methods which motivated the participants to stay enthusiastic throughout the two days of the seminar.

We would recommend them for any financial institution aiming to make a difference in client centric pitching.

Himali Upadhya  
Director  
Erste Group Bank  
Loan Capital Markets



Flecke & Polter GmbH,  
Seeberg 16,  
86938 Schondorf  
Germany

February 10, 2011

Dear Stefanie and Peter,

With reference to the training with my commercial team I would like to thank you once again for the successful course. It was the best sales training ever attended by the employees of ING Securities Services. Not only did the training provide the theory with a good combination of interactive practicing, but it was tailor made by the trainers which resulted in the success. The additional benefit of the course was to notice the intensified commercial business attitude of the participants.

It was more than training.....

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Lilla Juranyi".

Lilla Juranyi  
Global Head Investor Services  
ING Commercial Banking



July 23, 2010  
Bucharest, Romania

**Letter of Recommendation aaa-Learning**

To Whom It May Concern

We confidently recommend aaa-Learning as providers of training programs designed to enhance individual selling and negotiation skills and team effectiveness.

Our cooperation with aaa-Learning started in November 2009, with a sales training initiative for our entire corporate sales team from treasury department.

Due to the positive outcome of this program, the initiative further developed into a tailor-made curriculum, 'Winning Customer Communication', focused on enhancing presentation skills as well as maximizing negotiation efforts.

The training included theoretical background together with practical activities building on the participants' day-to-day work. Each participant benefitted from intensive feedback on his/her performance in role play and case study scenarios. This, together with interim and post-course materials, resulted in a steep learning curve from module to module and a deeper anchoring of the learning in behaviour.

Both trainers, Stefanie Flecke and Barbara Young-Maags, demonstrated subject expertise as well as strong teaching ability, enhancing the overall value of the training experience (both from an individual and corporate perspective).

Based on the successful collaboration on the above mentioned program, we believe that aaa-learning holds the necessary resources to offer high quality trainings, suitable to any company that aims to develop their employees at professional standards.

Patricia Andrei  
Head of Training & Development  
ING Bank Romania

A handwritten signature in black ink is placed over the typed name 'Patricia Andrei'. The signature is cursive and appears to read 'Patricia Andrei'.



ING Commercial Banking  
Real Estate Finance  
Prinses beatrixlaan 35,  
2595 AK The Hague  
P.O. Box 90463,  
2509 LL The Hague

Flecke & Polter GmbH  
Seeberg 16  
86938 Schondorf / Germany

Date	Phone	Processed by	Location
August 16, 2012	+31 6 15086934	J.A. Goeman Borgesius	HP B 06.036
Subject	E-mail		
References trainings	jacob.goeman.borgesius@ingrealestate.com		

Dear Mr. Polter,

My name is Jacob Goeman Borgesius and I'm Head of ING Real Estate Knowledge Centre. Our aim is to improve and increase the (real estate) knowledge and skills of our staff. The last 2 years we have successfully worked together with Triple-A. The reason for choosing Triple-A is their ability/flexibility to integrate our "wishes and demands" in their programme.

We can highly recommend Triple-A-Learning as providers of tailor-made training initiatives designed to boost business results for the banking industry. Triple-A- Learning delivered two specially-designed, innovative programs on Pitching and Negotiation Skills. Participants in both programs highlighted the hands-on and interactive approach, empowering and inspiring them to transfer their learnings on the job. As an integral element of our Summer Academy, the Pitching Skills program had to meet the challenge of anchoring client-centered and creative pitching abilities in 50 minds and in a very ambitious time frame. Spurred on by a "learning fair" setting and a lively team competition, our Academy members were able to unleash pitching potential in a short time. The success of this initiative led to our choosing Triple-A-Learning for an intensive Negotiation Skills course. Our specialists needed to leverage their product knowledge to maximize their deals in a highly competitive market. Already in the preparation stage the Triple-A-Learning trainers analyzed not only our business needs, but also each participant's individual challenges, enabling the course to address our specific needs. Working together, we developed a customized, business-based role play scenario so our staff could implement negotiation theory in real-life situations. Each participant benefitted from intensive feedback in role play and case study scenarios, supplemented by a personal CD for reflection and further development after the course. The Triple-A-Learning trainers Stefanie Flecke and Barbara Young-Maags combined profound training expertise, extensive experience in international banking business and a natural empathy with participants.

We will not hesitate to rely on Triple-A-Learning to support us in future training measures. We have complete confidence in Triple-A-Learning and are happy to offer them our highest reference.

Best regards,

J.A. Goeman Borgesius  
Head REF Knowledge Centre



**Bucharest**  
10 Montreal Square, WTCB - 2E,  
Bucharest 011469, Romania  
Telephone: (+4) 021 20 20 400  
Facsimile: (+4) 021 31 91 169  
www.rbsbank.ro

Bucharest, November 11, 2009

LETTER OF RECOMMENDATION

As a result of our bank's excellent collaboration with aaa-Learning, and at their request, we are very pleased to recommend the company's trainers as highly skilled experts focused on a large range of services, especially in the field of professional presentation coaching and consulting at senior, board management level.

Our organization was recently involved in a crucial business process, the outcome of which would have impacted the strategic consequences for our future. The bank's Management Team faced the challenge of delivering presentations to important international players, which needed to be concisely informative and at the same time substantive, visually appealing and most convincing.

With so much at stake, we turned to aaa-Learning's expertise to:

- provide our experienced Management Team members personal coaching to leverage their strengths and further optimize their elocution style;
- support us in creating a presentation package, including slides with a congruent, comprehensive and compelling message.

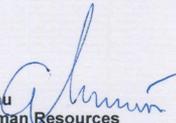
Having already benefited from aaa-Learning's knowledge in our Management Development Program, we knew them as partners with strong experience in the banking field, innovative methods and cutting edge know-how, and as trainers evidencing discretion and reliability.

Once again, aaa-Learning, with their consultants Stefanie Flecke and Barbara Young-Maags managed to exceed our expectations.

Personal coaching (supported by video analysis) with each member of the Management Team offered them new skills, polishing their individual presenter style, optimizing, at the same time, the presentation format and the formulation manner. Here again, Ms. Flecke's and Ms. Young-Maags's obvious competence, professionalism and empathy for the various cultures and personalities involved, increased their credibility and enhanced the positive impact.

The outcome of this consulting collaboration was immediately visible and proved to be sustainable on the long term thanks to the personal attention and dedication of aaa-Learning's senior consultants. Should another opportunity occur, we would not hesitate to solicit again their consulting support.

  
Peter M. Weiss  
Chairman

  
Ena Badeanu  
Head of Human Resources

RBS Bank (Romania) S.A.  
Nr.Reg.Bancar: RB-PJR-40-027/18.02.1999  
Nr.Reg.Com.: J40/3748/1995  
Nr.Operator Lege 677/2001: 5364  
CUI: 7411305; CIF: RO 7411305  
Capital social: 308.173.000 RON - integral vărsat



WTCB-E, 2nd floor  
Bld. Expozitiei Nr. 2  
BUCURESTI 1, Romania

**FAX MESSAGE**

Page 1 of 1  
P.O. Box 25 - 11  
BUCURESTI, Romania

From: Cosmin Bucur  
Deputy Head of GM

To: Whom it may concern

Tel + 401 20 20 626  
Fax + 401 22 44 466

Date: January 27, 2009

Re: Recommendation letter

Dear Stefanie,

I would like to give you our feed-back related to all programs that me and my team attended with your company "AAA-Learning".

My department experience with your company started when a large scale program was initiated in the local organization. Topics covered were very well balanced and the large penetration of the "Leadership Program" in which more than 200 managers participated generated a synergy and a chemistry that all organization took advantage from for the next years to come. From our department about 50% of them participated and the feedback was impressive. But more than that the increased interaction and the improved communication has consolidated in a very friendly, professional and competitive environment.

We considered that our first experience was giving us enough reasons to continue and therefore last year we started an intensive training program for improving our Presentation and Negotiation techniques.

I have to admit that the outcome did exceed our expectations which were already high from the previous program. Feedback that I got from the team after finalizing the program was extremely positive and more important their behavior, attitude, and client focus improved significantly.

To conclude I want to reconfirm our high satisfaction with regards to the value added by "AAA-Learning" in our training activities for the GM department.

We were extremely satisfied by:

- Impression created by AAA-Learning in our organization
- Quality of the training, trainers and the training materials
- Synergies, attitude and focus triggered within organization

We will remain for sure in contact as you became our preferred house of training.

Best regards,  
Cosmin Bucur

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**This fax is confidential and may contain privileged information. If you are not the intended recipient or an agent responsible for delivering it to the intended recipient, please notify the sender immediately. You should not copy or use it for any purpose nor disclose its contents to**

news & events



# A+ Leader

**“What the mind of man can conceive and believe. It can achieve”** (Napoleon Hill)

Exactly 10 months ago we started the A+Leader training for managers and team leaders of the Hub. The last session of the programme was held on Mar 14, 2009.



**Maciej Borejko,**  
Psychologist, Soft skill trainer, Training and Work-Out Support Team

The Kick-Off Meeting of the A+ Leader Programme was held on June 14 2008. It was an integration event for all the employees participating in the Programme where we could learn more about the Programme itself.

### Getting started

The A+ Leader Programme comprised two training modules – Management & Leadership and Communications & Conflict Management. However, before the trainings took place all participants had to perform “360 evaluation” –

survey - i.e. fill in a special form allowing for a comprehensive assessment of an individual performance. To complete this form properly everyone had to approach for feedback not only subordinates and supervisors but also his/her friends and family, what helped identify one’s strengths and weaknesses and thus better prepare for the programme.

### Two modules of the A+Leader

The first module – Management & Leadership took us 5 days to complete. We could learn how to properly set a balance between the private and the professional life, also share our thoughts on managing people or achieving goals. During

**MBTI** assessment is a psychometric questionnaire designed to measure psychological preferences in how people perceive the world and make decisions. The MBTI lists four personality types, or “dichotomies”; Extraversion – Introversion; Sensing – Intuition; Thinking – Feeling; Judging – Perceiving. As a result we can distinguish 16 psychological types of personalities

the sessions we gained knowledge on how to apply Myers-Briggs-Type Indicator (MBTI) theory. You can use it to get to know yourself and other types of personalities of people you deal with. This knowledge allows you to improve your people management skills.

The second module – Communications and Conflict Management took 2,5 days. During the training session we worked on advancing our communications skills in particular we had an opportunity to practice how to effectively manage conflict situations. We discussed conflict styles and how to apply conflict solving techniques.

### Closing session

The Programme was closed with a 1-day Finish-Off module called Managing between the Margins where we directed our attention to the topics like



Viewing organisations as systems, Understanding dynamics of teams or challenging “this is not my problem” attitude. At the end of the event all participants received diplomas of successful completion of the A+Leader Programme.

### My feedback

To sum up let me please evaluate the Programme from the perspective of the soft skill trainer with a 5 year experience. I perceive the whole programme as a success. It was an intensive training with a bulk of diverse emotions. Participants have been equipped with a solid set of

skills and knowledge. It was an excellent opportunity to exchange experience, meet people, discuss different topics & issues – simply to develop. Priceless in my opinion is this what has left deeply in our minds – in difficult moments you can always find people in our organization who are willing to help and provide support. This can not be achieved during regular training! Last but not least let me thank you all who made the training happen: colleges from the Hub, the Bank, all the trainers: Asia, Bill, Dirk, Jan, Karin, Karl, Katharina, Kerstin, Markus G., Markus S., Matthias, Nanette, Nedim, Patrycja, Petra, Ralf, Stefanie, Sussan, Thorsten, Ute, Wiesiek. **Hough..**



March 2009



We at Santander Bank can highly and unconditionally recommend the aaa-Learning company as providers of outstanding training measures.

Because Investment Banking has been facing cut-throat market pressure, we needed to intensify and expand the skills of our negotiating team. Our training partners at aaa-Learning developed and delivered an Advanced Negotiation seminar which exceeded our expectations due to:

- The participant-oriented concept
- The practice-oriented contents
- The high transfer and sustainability effect.

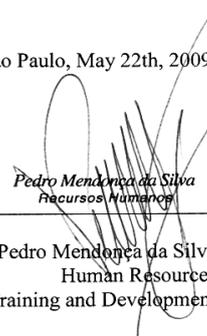
To ensure that the training exactly met our needs, aaa-Learning carried out in-depth discussions with us to analyze our situation. Prior to the training they sent each participant a comprehensive questionnaire to discover the individual background, knowledge and requirements of each participant. Each participant also took part in a 360° Feedback process designed to give insight into his strengths and development areas in negotiation situations.

Because of the focus on simulations, role plays and case studies, the training contents were extremely practice-oriented. The input was derived from the learnings the participants gained from their practice. Participants were encouraged to exchange experiences and Best Practice from their daily work. Both trainers, Stefanie Flecke and Barbara Young-Maags, have extensive training experience in the banking field, both in Europe and internationally, which gave them a deeper insight into our situation and increased credibility with the participants.

Following the training each participant received a DVD recording of his negotiation situations together with a personalized review of his strengths and tips to optimize his negotiating skills in future. This anchored the goals which each participant set for himself at the end of the training and serves as a permanent reminder of the training input.

For the above reasons we will not only continue to work with aaa-Learning but also recommend their service to other potential clients looking for outstanding training measures.

Sao Paulo, May 22th, 2009



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Recursos Humanos

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