

Management Skills International Certificate



The most successful organizations over time are the best led

Features: Leading Yourself • Winning People's Support • Coaching for Leaders • Building and Managing Teams • Business Acumen • Change and Innovation





Training is cheaper than hiring

Employees who feel they cannot develop in the company and fulfill their career goals are 12 times more likely to leave the company*. Engagement and retention depends on the skills of your leaders.

In average, 30% of employees are engaged and 52% are disengaged.

Even for millennials, motivation comes from behaviors they see in their supervisors such as:

- "Praise and recognition"
- "My supervisor cares about me as a person"
- "Someone who cares about my development"
- "Somebody overlooks my progress".

Middle management have a critical impact on company's performance, Strategy, processes and HR practices will not deliver upon the expected outcome if management lack the proper skills and ciharacterteristics.

Some of the measurable benefits of having better prepared managers and highly engaged people are:

- Profitability (up to +22%)
- Productivity (up to +21%)
- Customer satisfaction (up to +10%)
- Defects (down to -41%)
- Incidents (down to -41%)
- Absenteeism (down to -37%)













The power of business simulations

All Silega Institute programs include at least 40% experiential learning and business simulations.

Validated measurement tools

The certificate include a set of assessments to empower the change.

Custom content

Situations, learnings and specific information can be tailored to meet your industry specific needs.

Global recognition

Meticulously tested in more than 35 markets around the globe.

Duration (for full program): 120 hrs (distributed in 6-12 months)

Delivery methods: Classroom or online

Facilitators: The Certificate is taught by our most experienced staff. Most of our facilitators have global experience, PhD or MBA and are alumni of the world's top business schools.

Online delivery capabilities: Silega uses top notch online learning solutions. Some of the features we offer are: mobile friendly, access to recorded sessions, polls&surveys, chats, attendee statistics, social media sharing.







Business Simulation





Content Session



Related Related Readings Videos





Practice and Reflection Activities



Discussion Forum



Feedback on Assignments Coaching



Final Evaluation and Certification

ROI Study



Additional benefits you get with the full program?

You can join the program for a single module and you will be amazed by the lasting impact of those couple of days condensed learning.

However, by completing the full program, you and your company can maximize impact. In addition to the pre-established learning flow, Silega will assist you in:

- Directly link and customize training objectives and content to your strategic business objectives
- 2. Define and measure the anticipated changes
- 3. Work with participants and create understanding the relevance of the new skill and knowledge for the business
- 4. Establish a process for participants to set up goals and plan for action
- 5. Provide support, feedback and advice after the training
- 6. Involve managers actively
- 7. Remind participants the objectives regularly and work with them to find opportunities to apply what they learned





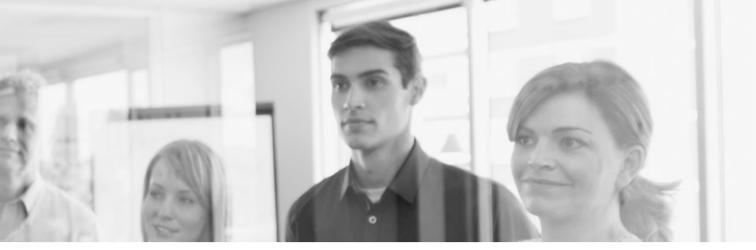
3+ MONTHS



Change organizational culture

6+ MONTHS





At a glance

Our research identified the most common skill gaps in today's business world according to managers and recruiters. This program is tailored to cover the most valued attributes for a manager.

Module 1: Leading Yourself (Motivation, drive, analysis and problem solving)



Module 2: Leading Others (Leadership, communication skills,



Module 3: Coaching for Leaders (Leadership, Change)



Module 4: Building and Managing Teams (Work collaboratively)



Module 5: Business Acumen (Analysis and problem solving)



Module 6: Change and Innovation (Creativity, adaptability)





How to reach your highest aspirations and build your leadership foundation?



LEADING YOURSELF

Overview

The success of a leader is measured by the outward faced results and influence on others. The most admired leaders are those who have created a memorable trace in other people's lives. What is not visible from the outside is the journey a leader has to undertake before reaching mastery.

When you embark on a new leadership role you might have a clear objective, but lack an idea how to get there. And despite efforts, best laid plans might fail to produce the desired outcome. The Inner Leadership program develops a roadmap to bring the best of yourself and your leadership and reach your highest aspirations.

Impact

- Cultivate winner's mindset
- · Learn practical techniques to operate at full

potential

- · Turn resilience into a habit
- · Define your leadership philosophy
- Proactively manage your learning and growing journey to mastery
- Learn to look at challenges and see opportunities
- Clarify your values, purpose and goals
- Improve practical planning tools you can use daily



DURATION



3 days

FORMAT



Classroom



Online (optional)

COMPETENCIES

Dealing With Ambiguity and Pressure
Self-development
Courage and authenticity
Drive for results and initiative
Timely Decision Making and Problem Solving
Perspective and vision
Planning and prioritizing

LEADING YOURSELF

Day 1	Day 2	Day 3
Welcome and introduction Business simulation (Silega Expedition)	Wrap-up previous day The growth journey and blind zones (I, we, task). Leadership from the inside out.	Wrap-up previous day Problem analysis and decision making part 1
Break	Break	Break
Cultivating a Winner's Mindset ■ Debrief and study groups ■	Turn fixed into growth mindset. Knowing your needs, self-limiting behaviors and fears. ■	Problem analysis and decision making part 2 ■
Lunch	Lunch	Lunch
Resilient Leadership in times of complexity and uncertainty.	Clarifying goals, values and purpose ■	Strategic planning: tools and techniques part 1 ■
Break	Break	Break
Cultivating Self-Discipline, and powerful habits. Dealing with time pressure. Operating at full potential and closing of the day. Assignments.	Your Leadership Score (assessment results and discussion) Application and action plan	Strategic planning: tools and techniques part 2 Application and action plan

Program is subject to change

[■] Business simulation/Experiential Learning ■ Content session ■ Application

Business Simulation - Silega Expedition™

Silega Expedition™ is a business simulation that places participants in a challenging and inspiring experience of climbing Mount Everest in order to win a prize offered by an eccentric millionaire. Time is crucial; they must reach their goal in just a month. Participants work and compete in teams of 5 or 6.

Together they have to make decisions about how to work together, how to use their personal strengths, which route to take, what equipment to use, and what risks to run. This program includes an enhanced multimedia experience with original video footage from the mountain and special effects.

Cultivating a Winner's Mindset

Beliefs and thoughts shape our actions even if we are not aware. Participants will learn:

- the three types of attitudes towards challenge.
- Fixed and growth beliefs
- Practical techniques for shifting beliefs
- Best practices and insights

Resilient Leadership in times of complexity and uncertainty.

We live in a world of constant uncertainty, vulnerability and challenges. Participants will discuss and apply:

- Common responses to adversity
- Principles to deal successfully with resilience
- Proactive ways to deal with risk
- Look at challenge as an opportunity

Cultivating Self-Discipline, and powerful habits. Dealing with time pressure.

We all have same time available, but use it differently. Selfdiscipline is one of the key components to success. In this session participants will learn to:

- create powerful habits and learn from the world-class performers
- Discover their attitude towards time
- How to deal with common distractions
- Increase productivity by better scheduling
- Practical techniques to deal with procrastination

Operating at full potential

Participants will discover how the body produces energy and practical ways to increase their energy levels. Some of the topics included are nutrition, exercise and mindfulness.

The growth journey

In this highly interactive session participants will:

- Learn how to find opportunities for learning and growth in common challenges
- Discover the levels of learning and mastery
- Spot common counterproductive behaviors
- Define blind spots depending on if they are selfrelated (I), others-related (we) or task related (it)

Turn fixed into growth mindset. Knowing your needs, self-limiting behaviors and fears.

Participants will practice easy to apply techniques for addressing self-limiting behaviours and fears. They will discover how fears and explicit/implicit needs drive our emotions and behavior. Some of the common fears are losing identity, complexity, uncertainty, failure, scarcity and exclusion.

Clarifying goals, values and purpose

This practical session will help participants define practical ways to integrate values and purpose in order to boost their career. They will get a practical tools how to build their purpose statement and examples from great leaders who did.

Problem analysis, decision making and strategic planning

Participants will be able understand their role for reducing complexity and make better decisions by learning:

- Find hidden insights in problems
- Understand and manage risk and opportunities
- Create actionable plans
- Make decisions aligned with strategic priorities
- More than ten practical techniques





How to win people's support through emotional intelligence?



LEADING OTHERS

Overview

The most successful organizations over time are the best led. To be a successful leader, you need to be able to get people deeply committed in pursuing a common objective. Besides having the right strategy, you need to deal with resistance, balance conflicting interests, and learn from criticism.

This program is not only about meeting shortterm goals, but creating a sustainable impact.

Impact

- Understand the four type of motivation drivers and how to apply them
- Establish a connection by recognizing you own emotions and those of others
- Learn specific techniques to establish trust and win other's people support

- Be able to manage difficult conversations and be able to disagree constructively
- Use the power of stories to persuade and present facts
- Practice how to engage your listeners and learn from the best speakers
- · Explore how to turn conflicts into win-win



DURATION



2 days

FORMAT



Classroom



Online (optional)

COMPETENCIES

Approachability
Ethics and Values
Emotional intelligence
Conflict Management
Peer Relationships
Motivating Others
Negotiating
Communication and influence

LEADING OTHERS

Day 1	Day 2	
Welcome and introduction ■ Success Principles for Life & Leadership ■	Wrap-up previous day ■ Inspirational Leadership ■	
Business simulation (Silega Commander)		
Break	Break	
Discussion and working groups ■	Speaking with Impact ■ Prepare for role play ■	
Lunch	Lunch	
Building Trust at High Speed ■	Role play ■	
Break	Break	
Mastering Difficult Conversations ■ Application ■	Application and action plan,Q&A ■	

Program is subject to change

■ Business simulation/Experiential Learning ■ Content session ■ Application

Assessment

Success Principles for Life & Leadership

All organizations and civilizations experience cycles of growth and decline. Those are closely related to the style of the leader in charge. Leaders create followers and a culture that could be successful or not. In this session you will learn about common leadership styles and how they evolve depending on timing and situation.

Business Simulation - Silega Commander™

Silega Commander™ is a business simulation that helps participants unlock the hidden potential of their organization and achieve sustainable growth through managing the five types of wealth. The simulation is conducted in rounds that represent a number of business years.

This simulation is based on the cycles of development of civilizations and business organizations, from barbarians and builders to administrators and bureaucrats. Participants represent twelve organizations (this can be adjusted for smaller groups) which need to:

- 1) Achieve maximum financial growth
- 2) Receive the most points from a Leadership Code including competencies such as ethics, trust, and empowerment.

This simulation teaches participants both how to maximize tangible results (What?), and how to establish high credibility and emotional connection with followers (How?).

As the simulation progresses, participants face the challenges of getting results, creating positive change in corporate culture, resolving problems, and communicating effectively. This simulation teaches leaders to understand why decisions and behavior are often misunderstood by their followers and how to maximize their influence.

Building Trust at High Speed

A common trait of great leaders is that they all are highly trusted. In this session participants will:

- Explore how is trust defined and measured
- Discuss is the difference between intention and perception
- Learn that the virtue of title do not create trust immediately

- Outline specific behaviors that compromise trust and those that boost it
- · Define actionable steps to build trust

Mastering Difficult Conversations

This session will help you understand better conflict and transform frustration into win-win commitment. Participants will:

- Explore the types of miscommunication
- Listen to the real meaning of what the other part is trying co communicate
- Learn to say no without apologizing and defensiveness Be able to shift from conflict to collaboration

Inspirational Leadership

As a leader you have the unique opportunity to inspire those around you to support your vision. In this session we will help you organize your facts, goals and challenges into a powerful story. Participants will also:

- Discuss the power of inspiration on other's engagement
- Learn practical ways to prepare their personal story.
- Discover how experiences change life and how to create memorable moments

Speaking with Impact

Transmitting ideas is one of the most valuable skills. This highly interactive session will help you achieve resonance with your audience. Presentations aim to motivate and inform, but too often fail to achieve their objective. Participants will:

- Learn best practices from the world's most impactful speakers
- Address the fear of public speaking and common challenges and distractions before and during the presentation
- Discover methodologies for content development
- · Apply specific techniques to engage with audience
- Acquire specific tools to structure and deliver their presentation
- Be able to close their speech in a way that leaves the audience energized and action oriented





How to accelerate learning and increase engagement?



COACHING FOR LEADERS

Overview

If a manager wants to become a leader, they need to become great coaches. Study shows that people are more engaged if they feel they are doing something meaningful. Coaching is about understand what drives each person, provide feedback and help them grow and connect with the strategic objectives regularly.

This highly interactive program will improve your leadership effectiveness and help you develop the skills to close performance gaps.

Impact

- Learn the essential skills to coach people
- Practice how to establish expectations and evaluate issues with performance
- Be able to identify and maximize coaching opportunities

- Learn how to manage a coaching conversation
- · How how to use coaching questions
- Become a change agent in your organization



DURATION



2 days

FORMAT



Classroom



Online (optional)

COMPETENCIES

Caring about and developing others Command skills Emotional intelligence / Compassion Building and managing effective teams Peer Relationships Motivating Others Negotiating

COACHING FOR LEADERS

Day 1	Day 2
Welcome and introduction Introduction to Coaching	Wrap-up previous day ■ Coaching simulation ■
Break	Break
Coaching Self	Coaching simulation ■
Lunch	Lunch
Coaching Others	Applying Coaching with your team
Break	Break
Coaching Others Closing the day and Assignment	Application and action plan,Q&A =

Program is subject to change

■ Business simulation/Experiential Learning ■ Content session ■ Application

Assessment

Introduction to coaching

Coaching is a indispensable leadership skill and proven strategy for achieving business goals. Participants will

- Discover the advantages of helping others grow and develop relationships of trust.
- Explore the learning cycle and what facilitates moments of insight and feedback
- Learn what is the difference between fixed and growth mindset is and how to develop the latter
- · Learn how competencies are defined

Coaching self

What separates people who achieve extraordinary results from those who don't?

Participants will be able to:

- · Discover how grit and self-control drive results
- Identify common self-limiting behaviors and ways to deal with them
- Learn a powerful model that can help you change your habits by analyzing cue and reward
- Discover how their fears and needs influence their emotions and behavior
- Identify areas for improvement and establish a change vision
- · Gather support in the process

Coaching others

This practical session will provide participants with a specific actionable techniques for coaching others. Some of the key learnings include:

- How to transform problems into opportunities for growth.
- · The importance of establishing coaching agreement
- · Measuring the readiness for coaching
- Common questions the coach should be able to answer
- Defining a challenge and specific improvement goals.
- Conducting a coaching conversation.
- · How to motivate others to change.
- Wha is the typical coaching process from start to finish and how to time your interventions
- · How to measure and track results

Coaching simulation

Participants will have the opportunity to put in practice what they learned the previous day. The exercise provides participants with tools and templates they can use in real life.

Applying Coaching with your team

Participants will review the course teaching and create an action plan to take and apply their ideas back to real life.







How to create conditions for a better teamwork?



BUILDING AND MANAGING TEAMS

Overview

Your company needs to keep up with the challenges in a complex, uncertain and vulnerable world. Horizontal structures and formal authority is being challenged and businesses are focusing at improving networking and teamwork. Building and leading teams can be the most difficult part of manager's job. This highly interactive program will provide you with practical and easy to apply tools for diagnosing, managing and growing your team.

Impact

- Explore how your leadership style impacts team's performance
- Learn the stages of team development

- Improve the communication between team members
- Increase the trust and personal connection
- Make team processes and roles more efficient
- · Manage expectations and goals.
- Learn how to use conflict to move a team to the next level of performance
- Be able to identify and manage counterproductive behaviors



DURATION



2 days

FORMAT



Classroom



Online (optional)

COMPETENCIES

Command Skills
Conflict Management
Building and managing effective teams
Delegation
Motivating Others
Negotiating
Organizational Agility

BUILDING AND MANAGING TEAMS

Day 1	Day 2	
Welcome and introduction ■ Teamwork simulation (Silega Cold War™) ■	Wrap-up previous day ■ Managing your team - practical tools ■	
Break	Break	
Discussion and new realities in teamwork. The connected organization. ■	Growing your team ■	
Lunch	Lunch	
Team dynamics. Manage conflict. ■	Growing your team - practical tools	
Break	Break	
Diagnose your team. Team compass™. ■ Team challenges and impact. ■	Application and action plan,Q&A ■	

Program is subject to change

■ Business simulation/Experiential Learning ■ Content session ■ Application

Teamwork simulation (Silega Cold War™)

Silega Cold War™ is a business simulation in which participants experience the most common obstacles to team work and inter-departmental alignment. During the six simulation months they must deal with lack of trust, lack of alignment, ambitious goals, poor communication, conflicts caused by egos, and all the resulting negative impacts on organizational productivity.

This program simulates the war between two alliances – the North and the South. There are twelve countries represented, each with different resources (petroleum, food and machines) and different military capacity (uranium, arms). Through negotiations participants have to balance their country's needs with the demands of participating in the military alliance. If some countries don't accomplish their mission, war will be declared.

As the simulation progresses, participants discover practical ways to improve team performance and increase levels of trust and resource sharing.

New realities in teamwork. The connected organization

Teams face internal demands and pressures to deliver on time and deal with stress and distractions. Customers have their own expectations about quality, technology and speed that migh add up to the tension. Executing strategy, innovating, quality of customer service and engagement are all factors that depend on the alignment of team of teams that form an organization. In this session participants will explore learnings related to the simulation they just experienced. Togehter they will dicuss what are the common challenges and demands related to teamwork and lignment in their companies.

Team dynamics. Manage conflict.

Each team passes through a different life stages. The innitial enthusiasm might fade a way down the road and

give way to conformity and internal wars. Managers would usually focus on output and deadlines rather than managing conflicts. Participants will learn how process and dynamics can be managed and how unmotivated teams can be transformed and energized.

Diagnose your team. Team compass™

Successful teams maximize five elements:

- Common purpose
- · Clearly defined roles
- Timely communication
- · Agile process
- Personal trust

Team Compass is a team assessment that will help you measure your team characteriscs, create awareness and define specific areas for improvement.

Managing your team and practical tools

This session focuses on providing practical tools that participants can apply immediately to:

- Select and align team members
- · Set smart objectives
- · Prevent delays or blocks in taking decisions
- Address unproductive behavior
- · Increase accountability
- · Keep the team engaged

Growing your team and practical tools

This session will teach participants how to overcome common obstacles that can derrail a team. Some of the topics include:

- Aligning your team with other teams
- Making group decisions
- Growting trust
- Manage hidden agendas

BUSINESS ACUMEN

Overview

Business executives make tough decisions every day about product development, prices, research and development, HR, and administrative policies. All these decisions require that managers be aware of the impact they have on the company's balance sheet. Good business acumen is critical to your company's success and will likely make the difference between you and the competition.

Impact

- Improve understanding of how and why businesses make and lose money
- Understand the difference between profit and cash

- Make smarter decisions to create long-term value
- Increase profitability by improving financial control and spending more wisely
- · Improve business planning and control
- Align different departments towards common goals
- Create a common vision for success and a common language within the organization
- Reinforce organizational change
- Create a culture of constant improvement



DURATION



1 day

FORMAT



Classroom



Online (optional)

COMPETENCIES

Business Acumen
Timely Decision Making and Problem Solving
Perspective and vision
Planning and prioritizing

BUSINESS ACUMEN

Day 1 Welcome and introduction Business simulation (Silega Pulse™ part 1) ■ Break Understanding the company Income Statement (P&L), Balance Sheet and Cashflow Statement = Business simulation (Silega Pulse™ part 2) ■ Lunch What is behind the numbers - Financial Ratios for profitability, cashflow, liquidity, efficiency and growth. Break Strategies to create value and application ideas Q&A and closing

Program is subject to change

■ Business simulation/Experiential Learning ■ Content session ■ Application

Assessment

Business simulation - Silega Pulse™

Participants represent different businesses as they learn about money flow and how it creates value in a business. The table-mat depicts all the "players" in a business: providers, their own business, customers, owners, and society. Participants experience four business years, moving money around the table-mat using a check list. At the end of each simulated year, the group goes over the company's Balance Sheet and Profit and Loss statement.

It's a realistic live representation of a business in need of a change. Participants must manage all parts of the business process: planning, operations, finance, and people development.

Teams make decisions that every business owner must make, including how to price products, which customers and markets to compete for, how much stock to buy, and how to pay suppliers. At the same time, participants have the opportunity to see what the other departments and functions within the organization are experiencing. After each period of activity, short analysis sessions are conducted, followed by immediate application exercises.

Practice how to calculate a breakeven point

What is behind the numbers - Financial Ratios for profitability, cashflow, liquidity, efficiency and growth.

After the second stage of the business simulation, participants will dig deeper and learn how to read financial statements and discover more about company's profitability, debt, cashflow and productivity.

Strategies to create value and application ideas

This highly interactive session will help participants generate actionable ideas that can lead to sell more, reduce costs and improve cashflow. They can choose from more than 30 strategies and discuss what the impact of those will be in real life.







How to make a lasting change?



CHANGE AND INNOVATION

Overview

Every industry is changing. A combination of uncertainties are triggering change in within a company. Technology change is exponential with processing capacity doubling every two years. Revenue is at risk by new entrants. Pressure to boost the bottom line requires the implementation of new technology and new ways of working. This program provides you with ready to use tools that can help you strengthen the response and boost creativity in transitional times.

Impact

- Explore the forces that impact your company on a strategical and cultural level
- Learn new research-based findings on managing change
- Improve the quality and speed of your decisions
- Boost the creative response in times of vulnerability, uncertainty and complexity

- Identify the common responses to change
- Apply specific techniques to secure shortterm wins



DURATION



3 days

FORMAT



Classroom



Online (optional)

COMPETENCIES

Dealing With Ambiguity and Pressure
Creativity
Communication and influence
Organizational Agility
Timely Decision Making and Problem Solving
Perspective and vision
Planning and prioritizing

CHANGE AND INNOVATION

Day 1	Day 2	Day 3
Welcome and introduction	Wrap-up previous day ■ Change Simulation (Silega	Wrap-up previous day Leading change and
Targeting Change part 1 ■	Activator) part 1	application part 1■
Break	Break	Break
Targeting Change part 2 ■	Change Simulation (Silega Activator) part 2 ■	Leading change and application part 1
Lunch	Lunch	Lunch
Change Processes part 1 ■	Stakeholder analysis and organizational culture	Innovation Simulation (Silega Innova™) part 1 ■
Break	Break	Break
Change Processes part 2 ■ Closing of the day. Assignments. ■	Closing of the day, Q&A ■	Innovation Simulation (Silega Innova™) part 2 ■ Application and action plan

Program is subject to change

■ Business simulation/Experiential Learning ■ Content session ■ Application

Change Management Simulation Silega Activator™

- Are new technologies threatening your industry?
- Do you see customer preferences change?
- Is your revenue becoming more and more volatile?
- You know that sooner or later your company will be challenged to change in an unprecedented way by market forces or internal pressure - no matter if you are a market leader or not. And you want to inspire action and not despair.

Silega developed a change simulation with unique dynamics.

Participants can choose one of the seven different trivial or traumatic change scenarios - technology change, culture change, downsizing and many more. Each scenario has different initial settings and different strategic goals. Teams take decisions on how to manage stakeholders, communicate, manage risk, measure change and collect feedback.

As simulation advances through the different stages of a change process, team can monitor the adoption level real time. But a successful change is not only about getting people on board with new behaviors. Participants will also have to deliver a positive business impact.

Leading change and application

Participants will learn how to:

- Identify the different types of change and the stages of a change process
- · Perform readiness assessment and gap analysis
- Create a communication strategy
- Identify the common emotional responses to change and how to deal with resistance
- Measure the change effectiveness
- Outline assumptions
- Manage risk and complexity
- · Learn from common reasons for failure

Innovation Simulation - Silega Innova™

This program simulates an innovation laboratory and provides participants with a repeatable methodology for crafting and

implementing profitable business ideas. It provides participants with several tools (cards activities, idea processors, and action plans) that will inspire them to generate creative ideas. Silega Innova™ takes participants on an interactive journey through the world of innovation. Together, they will discuss and explore tools and techniques that foster creativity and create the conditions for radical business change. During the second part of the simulation participants evaluate ideas and create an action plan. This high-impact, engaging simulation will help participants generate more profitable business ideas, discover insightful and creative ways to improve existing ideas, and create realistic implementation plans.

The main objectives of this module are:

- Develop culture and competencies for innovation
- Accelerate and improve the process of creating new products or developing solutions
- Create and implement innovative business strategy
- Respond better to consumers and improve customer experience
- Address business issues and improve processes
- Improve design of existing products and optimize performance and costs
- Find replacements for existing solutions, components, materials and ingredients
- Reduce product design and development costs
- · Improve quality and reliability



ATRY. YOU WILL BE IN OOD COMPANY. Silega Leadership Institute™



Nestle develops a new generation of emerging leaders





Helping Starbucks develop strategic thinking for leaders.



cîtibank

Helping Citibank boost internal and external service quality.







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