

THE KEY TO **E-LEARNING** SUCCESS
HOW TO MAKE THE MOST OF
CEGOS E-LEARNING CATALOGUE

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HOW TO USE THIS GUIDE

Now you have invested in a new e-Learning program for your organization, you will need to motivate your people to use it effectively and get the most benefit.

In this guide, we show you how to implement the programme and truly engage your employees in the e-Learning process, whilst giving them the confidence to access every course, even if they have never used e-Learning before.

Managers who simply present training courses to their employees without much thought often find that engagement is low. As such, their company loses out on the many benefits e-Learning can bring.

This guide includes tips on how to inspire your people and sustain motivation before, during, and after accessing your e-Learning programme. It also includes useful advice on how they can manage the change from traditional learning to e-Learning.

With clear instructions and creative promotion, your staff will enjoy learning from the courses and stay motivated. This guide is designed to help you make it happen.



GET YOUR PEOPLE ENGAGED

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The key to implementing a successful e-Learning programme is to have a strong communication plan.

If your people are clear about what they are doing, as well as why they are doing it, they are more likely to be motivated and to learn.

Initially, you will need to get your people to willingly invest time and effort in the e-Learning process. Explain how e-Learning is relevant to their work, what skills they can expect to develop and, ultimately, how they will benefit from the programme in terms of their career progression.

You also need to generate some enthusiasm and commitment. Your people are usually busy and easily distracted, so they will need some focus to maintain the momentum. There are plenty of ways to achieve this, such as through peer or group learning, which we will address later.

After the e-Learning courses have been completed, follow up and re-enforce skills with activities that reward your staff and allow them to put their skills into practice.

You should prepare a communication strategy for all three phases of the process - from raising awareness to launching the e-Learning programme and follow-up. We have included some ideas here to help you generate enthusiasm and maintain engagement in all the e-Learning courses.



PHASE 1

CREATE THE BUZZ

Before you launch the e-Learning programme, you should create a buzz to promote it and get people interested. If you arouse people's curiosity and get them excited, they will be more open to using the technology and more likely to engage with the programme positively.

Remember, however, to focus your messaging on why your staff will benefit personally from e-Learning, rather than just the company.

Here are a few ideas you can use to create that buzz.

1. SET UP DEDICATED EVENTS TO SHOWCASE E-LEARNING

- * Organise an informal get-together to present the programme to colleagues. You can include a demonstration during the presentation, or have small group/one-to-one demonstrations to create confidence and interest.
- * Install small booths or 'kakemonos' in spaces such as the cafeteria or reception hall, so that people can sample the training in a relaxed atmosphere.
- * Advertise the new training programme in the internal newsletter, perhaps with a short Q & A or interview with a respected HR or training leader.
- * Produce a short 5-minute video that showcases the e-Learning programme, with a mix of interviews, demonstrations and even a bit of light comedy! This could be broadcast through the Intranet or on TV screens in areas where your staff congregate.



PHASE 1 CREATE THE BUZZ

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2. CREATE AND DISTRIBUTE A 'WELCOME PACK'

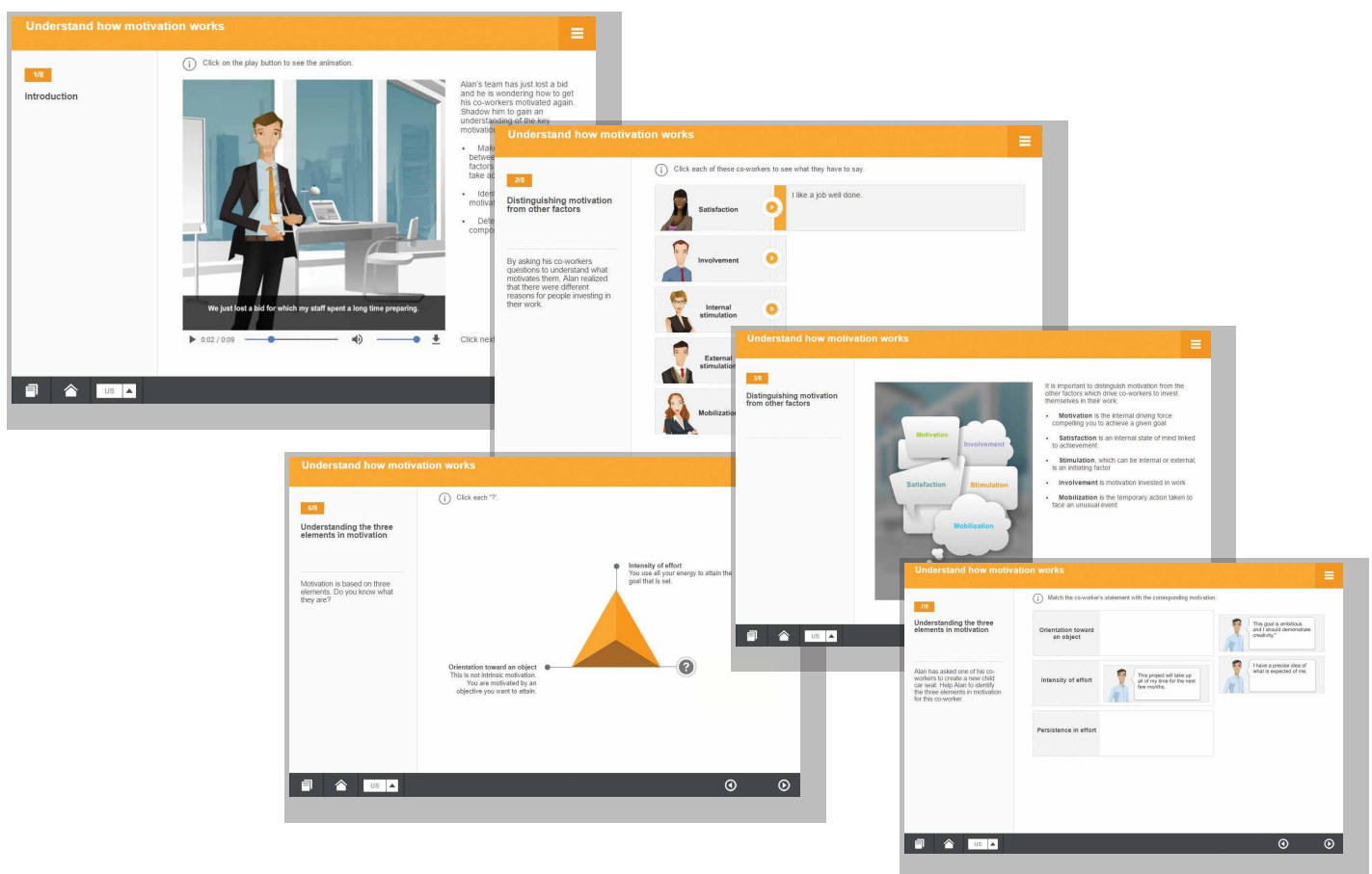
Give colleagues a branded USB with a mix of documents and videos showing them how to access the e-Learning courses. Include teasers and interviews with colleagues who have already used the courses to spark interest. Share content on e-Learning best practices.

3. ADVOCATES

Select a group of people to access the training pre-launch and get them to become advocates to their colleagues. Brief them with key messages to create enthusiasm amongst staff in the form of emails, short talks or videos.

4. CUSTOMISE YOUR E-LEARNING PROGRAMME

Make sure you brand e-Learning courses to create a familiar feel for your staff. As part of the Cegos e-Learning package, we can help you customise the settings to make it easier for people to navigate the courses and prioritise elements your staff are most likely to use. This will make the process of e-Learning smoother, and you will get more engagement as a result.



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PHASE 2

READY TO LAUNCH

Now you have created the buzz and got people interested, it's time to launch the training.

It is important that you make this as easy and pain-free as possible, because you want people to start with a good impression. If the launch is confusing, or there are a lot of technical problems, it will be more difficult to get people on board.

Here are a few tips on how to make your e-Learning launch a successful one.

1. SEND AN INVITATION EMAIL

This email is crucial for getting your staff fully engaged in the e-Learning programme. It needs to be clear with a welcoming tone, and well structured; all the most important information - such as login details and course links - should appear towards the top.

Include a step-by-step breakdown of how to select and begin the first course. People should not have to find information in other emails to get started. The quicker your staff can begin the e-Learning process, the more likely they are to use it.

By this stage, participants should already have a good idea of the benefits of e-Learning, so there is no need to go into detail on this. However, you could add a short reminder for inspiration.

2. MAKE A 'WELCOME' CALL

For those who are new to e-Learning, taking the first course is a big step. Set up a group call to talk this target group through signing in and accessing the first course. This will increase their confidence in using e-Learning and help to engage them.

Alternatively, this activity could be conducted as a live session with everyone in the same room or online. The e-tutor can answer questions on anything from how to access the training to e-Learning best practice.

3. CREATE A VIDEO FROM TOP MANAGEMENT

Getting someone high up in your company to promote the e-Learning programme is a great way to give it some importance. This will make your people more likely to take the programme seriously.

Produce a short video with a message from the CEO, or other high-level manager, in which they talk about why the programme is important and how they believe it contributes to everyone's professional and personal development. The video should be no more than 3 minutes in length, and can be shared via email at launch.



PHASE 3

MAINTAIN ENGAGEMENT

Many e-Learning programmes take some time to complete, and one of the biggest challenges is keeping people engaged to the end.

It is fairly easy to motivate people at the beginning of the e-Learning programme. We all like to try something new, but when the novelty wears off we tend to lose interest.

Here, then, are a few tips and tricks to help you maintain momentum, as well as ensure people complete all the courses they are assigned.

1. Get people to rate and feedback internally on the courses they have taken. Publish the feedback in your newsletter with some information on the most highly-rated courses.
2. Award a Certificate of Achievement to staff who have completed the e-Learning programme, and perhaps present the award publically at a staff event. In your newsletter, publish the names of the 15 most active e-Learning users (identified by number of courses completed, engagement with collaborative tools, etc.) and present an award for the most prolific user.
3. Promote specific e-Learning courses to target groups. For example, refer to courses on doing appraisals when the appraisal programme is launched or integrate courses on fundamental management skills into first-time management training programmes. (Mixing e-Learning with face-to-face training is often referred to as 'blended learning').
4. Set up web-conferences for your people to exchange ideas inspired by the courses and share best practice. This would be particularly interesting if you can facilitate web-conferences between countries to get ideas from people with different cultural backgrounds.
5. Introduce a mentoring scheme whereby tutors work closely with those who find the e-Learning process difficult or who are not engaged for whatever reason. Discussion can help refocus training and resolve any issues that currently prevent the staff member from completing the programme. You can also integrate e-Learning courses into regular coaching sessions to complement personal and professional development.



COMMUNICATION PLAN

Clear, direct and interesting communication helps you successfully introduce your e-Learning programme and sustain staff motivation.

Here is an overview of a typical communications plan that you can use during each stage of the process.

BEFORE LAUNCH

Objective	Create the buzz and raise awareness of the e-Learning training approach
Audience	Staff members who will use e-Learning
Key Messages	- We will shortly introduce a new e-Learning programme, and you will be given some guidance on how to use it - The e-Learning programme is easy to use and will enhance your skills (in specific areas) - e-Learning is a dynamic way to learn - flexible and convenient; study when and where you want
KPIs	Content created and published; analysis of staff communications about the e-Learning programme via email
Objective	Encourage managers and other high-level staff to preview e-Learning courses
Audience	Managers and/or high-level staff
Key Messages	- We would like you to take a few e-Learning courses early, so that you can feedback to your colleagues and generate interest - The e-Learning is easy to use and includes engaging content - Enjoy the interactivity and let us know about your experience afterwards
KPIs	Number of targeted participants who sample the course/s; feedback generated and shared with colleagues

LAUNCH PHASE

Objective	Have users discover the e-Learning platform and courses
Audience	Staff members who will use e-Learning
Key Messages	- The e-Learning programme has now been launched, and it is time to take your first course - Here are the links you need, along with username and password (plus any other relevant information) Be sure to share feedback with your managers and colleagues - If you need help, please contact (name, position of e-tutor/learning manager)
KPIs	Utilisation (e-learning platform tracking, reports, time spent, user-connection rates, programme completion, assessment results); user satisfaction measured with bespoke surveys, focus group discussions

AFTER LAUNCH

Objective	Ensure continued use of e-Learning courses and promotion
Audience	Staff members already using e-Learning
Key Messages	- Here are some of the most popular courses, based on your feedback - Many colleagues are already benefiting from the e-Learning programme (add positive testimonials, reference to most prolific e-Learning users) - If you are having any difficulties with e-Learning, contact the relevant staff member and they will be happy to help
KPIs	Repeat-use rate; collaborative tools usage; number of e-learning courses viewed, certificate delivery; e-Learning resource ratings (meeting well-defined managers' needs); technical support analytics



How to help your people make the change from traditional to e-Learning style

Training in the virtual world can replicate the classroom experience to some extent, but accessing e-Learning courses requires a different discipline and style of engagement. This can present some challenges to those new to e-Learning.

Here are five tips to share with your colleagues on how to interact effectively with the e-Learning platform and get the most out of the experience. It is also another resource to help you implement your e-Learning programme successfully.

1. TREAT E-LEARNING THE SAME AS YOU TREAT TRADITIONAL LEARNING

Whether your training is delivered on a device or in a classroom, you are still learning, so you should approach e-Learning with exactly the same attitude as you would a traditional class. That means focusing on the learning, engaging with the material and making mental and physical notes of salient points, just as you would in a real-life classroom.

2. BOOK ENOUGH TIME TO COMPLETE YOUR COURSE

You need to focus to get the best out of e-Learning. Some people find this difficult in an online environment because there are so many distractions. Set aside at least 30 minutes (although around 1 hour is better) to complete each course and any given tasks. Focusing continually on the training will lead to more effective learning and better results.

3. CHOOSE A COMFORTABLE PLACE AND TIME TO COMPLETE YOUR COURSE

Where possible, find a quiet environment to do your e-Learning where there are no distractions. If at home, for example, work in your study away from children or others who might want your attention. If you work in an office, book a private room or find a space away from your colleagues. Also, do the e-Learning at a time when you are least busy and less likely to get interrupted.



4. INFORM OTHERS THAT YOU WILL NOT BE AVAILABLE DURING YOUR LEARNING TIME

If you are in a public space, inform those around you that you should not be disturbed as you are studying. Turn off your phone and emails and ensure you are able to fully concentrate on the course you are working on, for the full time that you need to. Learning that is constantly interrupted is rarely effective.

5. USE YOUR HEADSET TO LISTEN TO COURSES

Using a headset ensures you can hear your course clearly and helps you block out any surrounding noise or distractions. It also shows others that you need to concentrate, so they are less likely to disturb you.

Follow these five steps and you will enjoy the e-Learning experience, and gain more from it than you might otherwise. The more e-Learning you do, the more comfortable you will become with the medium, and soon enough e-Learning will come naturally.

Talk to those already familiar with e-Learning about what they do to maximise its impact on their professional development. Some people use creative techniques to motivate themselves and make the experience more worthwhile.

The management styles

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Objectives +

1 Welcome

2 Recognize and differentiate between management styles

3 Adapt the positive aspects of each style

7 Conclusion

Welcome

Click on the play button to see the animation.

Managers are confronted with a multitude of different situations and must constantly adapt. This module will help you understand the different options you have when managing and to adopt the most appropriate behavior in different situations.

You will be able to:

- Recognize and differentiate between management styles
- Adopt the positive aspects of each style
- Adapt your style to circumstances and co-workers

Click next and choose another sequence to continue.

Recognize and differentiate between management styles

Click on each style to discover these two sides.

Strengths and weaknesses of each style

It's important to be aware of the fact that each management style has two sides: a positive side and a negative side. Each has its strengths, which should be put to use, and its weaknesses to be avoided if you are to become more effective.

Effective

- Employs constant dynamic progress
- This new ideas and innovations with team
- Create an environment of strong commitment, competition and motivation

Ineffective

- Takes decisions for reality progress
- Not always well stress with this to do
- Relaxes needs and management theories blindly

Adapt the positive aspects of each style

Select the correct answer(s).

Danger of adopting the negative aspects of any style

Observe the organizational style of this sales director. What risks does she take when she adopts the negative aspects of her management style?

I have recruited 3 junior sales executives. My aim is to make them operational as soon as possible. I shall deploy them directly. I think that's the best way of making them autonomous.

This manager runs 3 risks

This manager does not cater to the coaching needs of her junior team. She does not interact sufficiently with them.

Adapt style to circumstances and co-workers

Start the animation to find out what the three criteria to determine a person's level of autonomy are.

Autonomous performance model

In order to adapt your management style to a co-worker, you should first identify the co-worker's autonomy level using the autonomous performance model.

Know these

Does the co-worker have the skills and technical expertise?

Does the co-worker have the required training?

Does the co-worker have the required resources?

What staff can do, e.g. initiative and resources available.

Conclusion

Click on the play button to see the animation.

To be effective in your role as a manager

- Be aware of your preferred management style and its negative aspects. Adapt into the positive aspects.
- Practice contextual management. Be flexible and adapt to circumstances as well as co-worker autonomy.
- Optimize your time.
- Help co-workers develop autonomy.
- Manage critical situations effectively.

You've completed this module. Open the "summary" file to review the key messages. To achieve the best results, objectives you should put what you've learned into practice as soon as possible. It's over to you.

FURTHER GUIDANCE

We hope you find this guide useful. At Cegos, we regularly publish advice and information on e-Learning, so be sure to follow our blogs on your regional Cegos website.

Here are 3 recommended blogs on the topic of e-Learning to get you started:

HOW E-LEARNING WILL BOOST YOUR BUSINESS

www.cegos.com.sg/insights/elearning-will-boost-business/

8 HOT TIPS FOR E-LEARNING SUCCESS

www.cegos.com.sg/insights/8-hot-tips-for-elearning-success/

CONTACT

If you need any further advice or assistance on delivering your Cegos e-Learning programme, please contact your Cegos representatives.

You can also contact us via our website www.cegos.com.sg



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HTML5 eLearning course titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MANAGEMENT & LEADERSHIP							
Fundamental of Management							
MH140-A	Making your new management position successful. Part A	How things will change when you become a manager. Preparing for your new appointment with your boss.	Anyone who is taking up their first management posting	No prerequisites To complete this program, you will need to work through part B.	In this module, you will find out what changes when you become a manager. You will learn about the demands of a management posting and your medium-term priorities, and how to prepare for your new appointment with your boss.	Analysis grids to help you understand your new environment. Practical methods to help you identify group and individual coworkers' imperatives. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	When a new manager takes over, he/she must face real changes in the situation. Very often, an employee is promoted to a managerial position on the basis of his or her recognized expertise. But managerial expertise is different. Managers have to learn to delegate. They also have to learn to motivate coworkers. This is one of the main lessons any new manager has to learn.
MH140-B	Making your new management position successful. Part B	Your first meeting as a manager. Making contact with your coworkers. Your first decisions.	Anyone who is taking up their first management posting	To complete this program, you will need to have worked through part A.	In this module, you will learn how to lead your first meeting as a manager. You will then be able to handle initial interviews with your coworkers or manage more delicate situations, such as managing former colleagues, experts and more senior coworkers. You will also be able to identify and differentiate between tasks that are urgent and important, thereby helping you to delegate effectively.	You will learn to resolve difficult situations through role-plays, and will engage in group and pair work to tackle complex management issues. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	Your initial contacts will determine how successful you will be in your new role. This is something that has to be organized and structured properly, helping you clarify the new rules of engagement.
MH141	The management styles	Recognizing and differentiating between different management styles. Adopting the positive aspects of each management style. Adapting your management style to the circumstances: contextual management	All managers	No prerequisites.	By the end of this program, you will be able to adopt an effective management style, capitalizing on your strengths. Your management style will therefore be specifically tailored to different circumstances and coworkers.	Practical case studies will help you optimize the way in which you manage each coworker. Effective tools to improve your communication and boost individual performance. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.	Managers have to deal with a range of different situations, from coworkers with different skills and motivations, to circumstances with varying imperatives and degrees of urgency Managers must constantly adapt. Intuition, experience and personality are not enough on their own. Instead, managers must be conscious of their preferences, strengths and weaknesses, and constantly adjust their behavior. They need to assess risks and develop their interpersonal and organizational strengths if they want to succeed. This module will help you understand the different options and adopt the appropriate behavior.
MH142	Fostering and maintaining motivation	Understanding motivation. Using the right motivational drivers. Delegating and motivating.	Any manager who wants to acquire the basics of management	No prerequisites.	You will learn how to mobilize your team's individual energy to boost collective performance. You will be able to identify your coworkers' motivational drivers and take appropriate action to keep them motivated. You will be able to delegate effectively and in a motivating way.	Practical tools to keep coworkers motivated. An analysis method to identify individual motivational drivers. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.	Managers are always trying to find ways to motivate or remotivate coworkers. Motivated coworkers generate value-added and take initiatives which enable you to satisfy customer expectations. But can we be sure that this is due to motivation? Sometimes, other factors are involved, e.g. satisfaction, commitment or solidarity. To be able to foster and sustain motivation, managers must understand how it works, use the right drivers and take appropriate action.
MH143	The situational skills of the manager	The basic principles of systems thinking. Using systems thinking to assess a situation or conflict. Managing different managerial situations effectively.	Experienced managers who want to master the basics of management	No prerequisites.	In this module, you will learn how to use systems thinking to manage effectively, by: - assessing the nature of a problem - improving your understanding of the different levels of a situation	An effective, comprehensive analysis model to help you deal with complex situations. An approach that encourages you to take a step back, identify individual and collective imperatives, and find appropriate solutions. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.	When managers come face-to-face with a problem, they must take into account all of the aspects involved (e.g. human, corporate culture or social environment), and how these aspects interact. Now more than ever, managers are confronted with complex situations where traditional troubleshooting methods are not applicable. Systems thinking enables you to address these complex situations effectively. In addition to describing the theory of systems thinking, this module will provide concrete answers to your operational problems.

HTML5 eLearning course titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MH144-A	The relational skills of the manager. Part A	Developing an adequate communication and information system. Communicating consistently and based on the team's needs. Preparing for and leading a team meeting successfully.	Any manager who wants to acquire the basics of management	No prerequisites To complete this program, you will need to work through part B.	By the end of this module, you will be able to communicate effectively with your coworkers, selecting the right tools and adapting to the imperatives of the situation and the team's needs. You will learn to prepare for and lead a meeting effectively.	Methodological and managerial communication tools. Practical exercises to help you prepare for and lead fluid, effective team meetings. <i>PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.</i> <i>Part A: you must complete part B of this module to gain your PMI credits</i>	A manager's activities mainly involve receiving information, communicating, transmitting knowledge and helping individuals and teams with their methodology and decision-making. These fundamental activities can only be carried out successfully via an appropriate communication system. An effective manager therefore needs to use the appropriate means of communication and make best use of time spent in contact with the team.
MH144-B	The relational skills of the manager. Part B	Conducting an effective individual interview. Managing sensitive situations.	Any manager who wants to acquire the basics of management	To complete this program, you will need to have worked through part A.	By the end of this module, you'll be able to communicate effectively with your coworkers, taking individual needs and circumstances into account. You will learn to prepare for and conduct an individual interview effectively. You will then learn to deal with mistakes and resolve sensitive situations in an interview.	Communication tools to boost your credibility, listen effectively and be able to make decisions. Practical exercises that will help you to conduct individual interviews, give feedback and delegate. Effective methods to help you be clear and assertive when making decisions in an interview. <i>PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.</i> <i>Part B: you must complete part A of this module to gain your PMI credits</i>	Individual meetings are important moments for manager and coworker alike. They can only be successful if the manager is able to understand, listen and explain his or her decisions. Managers must therefore establish a regular schedule of individual meetings and ensure they are available to deal with sensitive situations or unforeseen circumstances.
MH145	The emotional skills of the manager	Analyzing emotional mechanisms. Identifying and managing your emotions. Managing emotionally charged situations effectively.	Experienced managers who want to master the basics of management	No prerequisites.	You will learn how to become a better manager by managing your own emotions. By identifying your emotional profile, you will be better equipped to anticipate sensitive situations. And by understanding how emotions work, you will be better able to build on the positive effects of emotions.	Discover how emotions impact managerial effectiveness. Decipher your own emotions, express them in an effective way. Recognize emotions in your coworkers so you can address them effectively and authentically. <i>PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.</i>	Traditionally, emotions have long been banned from the workplace as can be seen by expressions such as "leave your emotions at the door". In reality, emotions are constantly present at work. By managing your own emotions and by maintaining emotional equilibrium, you learn to manage situations objectively and clearly. Emotional intelligence is an essential management skill.
MyStory							
MS001	MyStory as a manager: I am building relationships with each team member	Showing motivation. Observe before you act. Taking the time to learn about the other person. Respect your predecessor. Sharing the rules of the game.	Managers	No prerequisites.	Learn about the key points of the first meeting between a manager and a member of their team.	Observe a meeting between a manager and a member of their team. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz.	-
MS002	MyStory as a manager: I am running my first team meeting	Framing the meeting and staying on course. Playing as a team first. Let your voice be heard, and refocus if necessary. Share the rules of operation. Evaluate the meeting.	Managers	No prerequisites.	Learn about the key points of the first meeting between a manager and their team.	Observe a meeting between a manager and their team. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz.	-

HTML5 eLearning course titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MS003	MyStory as a manager: I am clarifying my most important priorities	Preparing first impressions. Clarify your goals. Prioritize your objectives. Seek advice on how to interact with the team and stakeholders. Clarify operation and autonomy zones.	Managers	No prerequisites	Learn about the key points of a meeting to clarify your goals and objectives with your own manager.	Observe a meeting between a manager and their line manager. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz.	-
MS004	MyStory as a manager: I am sharing my vision with the team	Inform to reduce rumors. Sell the problem before selling the solution. Capitalize on what is already working. Dare to address the risks, without overselling your ability to deal with everything right away	Managers	No prerequisites	Learn about the key points of a meeting where you will share your vision of the department with the team.	Observe a meeting between a manager and their team. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz.	-
MS005	MyStory as a manager: I am assigning a task to a team member	Decide to delegate and present the assignment. Request a first opinion. Validate the commitment. Be part of a positive helping relationship. Plan regular reviews and a final retrospective.	Managers	No prerequisites	Learn about the key points of the delegation meeting.	Observe a meeting between a manager and an employee. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz	-
MS006	MyStory as a manager: I am giving feedback	Avoid unconditional feedback. Give positive feedback. Give constructive feedback. Give comprehensive feedback.	Managers	No prerequisites	Learn about the key points of positive, constructive and complete feedback.	Observe a meeting between a manager and an employee. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz	-
MS007	MyStory as a manager: I hold my team member accountable	Don't let it go by. Describe the facts. Expressing your feelings and the consequences. Position the rules. Finding a solution and renewing the commitment.	Managers	No prerequisites	Learn about the key points of an employee reframing meeting.	Observe a meeting between a manager and an employee. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz.	-
MS008	MyStory as a manager: I am dealing with an expert team member	Recognizing expertise. Asking for advice. Confessing vulnerability in case of mistrust. Choosing your feedback territory / asking for feedback	No prerequisites	No prerequisites	Learn about the key points of managing an expert employee.	Observe a meeting between a manager and an employee. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz	-

HTML5 eLearning course titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MS009	MyStory as a manager: I am keeping my team member motivated	Identify and verbalize the situation. Pay attention to the projection phenomenon. Reformulate the sources of de-motivation. Acting on the source, and adopting a position of servant leader.	No prerequisites	No prerequisites	Learn about the key points for re-motivating an employee.	Observe a meeting between a manager and an employee. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz	-
MS010	MyStory as a manager: I am encouraging autonomy	Accept the error. Target your contributions. Put into action as soon as possible. Encouraging and making regular progress points. Aiming for autonomy.			Learn about the key points for empowering an employee.	Observe a meeting between a manager and an employee. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz	-
MS011	MyStory as a manager: I am setting objectives and key results to be achieved	Recall the objectives and transform them into key results. Identify the resources needed to achieve objectives. Ask your team member to formulate their own key results. Putting into action with a first concrete step.			Learn about the key points of the meeting allowing you to set the objectives and key results to be achieved for an employee..	Observe a meeting between a manager and an employee. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz	-
MS012	MyStory as a manager: I am conducting one-on-ones	Start with a personal check-in. Provide a progress update on the current objective and key results. Finding solutions. Position yourself as a resource.			Learn about the key points to conduct check-in meetings, measure the progress of an employee against the objectives, and correct the trajectory if necessary.	Observe a meeting between a manager and an employee. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz	-
MS013	MyStory as a manager: I am leading a reflection meeting	Setting the rules of the game. Take stock of what has happened. Bring out ideas for improvement. Identify the priority improvement and plan the action.			Learn about the key points to facilitate a retrospective meeting, in order to take stock of the past period, and project the team into the next period.	Observe a meeting between a manager and their. Identify good practices and points of improvement. Evaluate the manager, compare your evaluation with that of our experts, and benefit from their advice. Prepare to apply what you have learned through a summary quiz.	-

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Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
Advanced Management Skills							
MH151-A	Guiding team and individual actions. Part A	Why create a team project? Creating a team project	Experienced managers who want to master the basics of management	No prerequisites To complete this program, you will need to work through part B.	Motivating coworkers through team projects. In this module, you will learn how to give coworkers a positive perception of constant change and prioritize their activities based on imperatives. You will therefore be able to develop a project that motivates your teams.	A highly operational approach to assign meaning to action. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	In an environment in which a strategy is not always clear, stable and constant, and employees work more and more independently, the question of how to manage individuals, context and priorities becomes a critical one. A team project provides the answers to many managerial questions on this topic.
MH151-B	Guiding team and individual actions. Part B	Moving from team project to action plan. Communicating the project to the team	Experienced managers who want to master the basics of management	To complete this program, you will need to have worked through part A.	Motivating coworkers through team projects. In this module, you will learn how to turn a project into an action plan, and how to communicate and share a motivating project for your teams.	Explore the various motivational drivers and learn to choose the best approach with your team. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	A project team must be divided into specific sequences and actions, so that the results can be measured. Individual and collective motivation depends on the manager's ability to clarify and schedule the project.
MH152-A	Becoming a Coaching Manager. Part A	What is a manager-coach? Becoming a manager-coach: benefits and challenges.	Experienced managers who want to master the basics of management	No prerequisites To complete this program, you will need to work through part B.	You will learn to adopt the posture and best practice of a manager-coach. You will understand the benefits of being a manager-coach in addition to your traditional role as a manager.	Turning coaching concepts into practical tools for the manager, adapting to the role and to different situations (supporting a coworker in difficulty, delegating, promoting, expanding skills, developing potential, etc.). PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	New business models, complex situations and the need to be proactive all require your coworkers to have a high degree of autonomy. They must not only be competent and motivated, but they must also demonstrate an advanced level of interpersonal maturity. For this reason, the traditional role of a manager must expand to include the role of a manager-coach.
MH152-B	Becoming a Coaching Manager. Part B	Adopting manager-coach best practice. Practicing team coaching.	Experienced managers who want to master the basics of management	To complete this program, you will need to have worked through part A.	You will learn to adopt the posture and best practice of a manager-coach. You will then be able to develop your team's maturity.	Adapting coaching practices to the specific needs of a manager supporting his or her team (new organization, interpersonal issues, high-stakes project, commitment, collective performance, etc.). PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	Managers have a complex, multi-faceted role—hierarchical when meeting the organization's objectives, cross-functional when developing cooperation, and innovative and interpersonal when securing commitment and developing autonomy.
MH153-A	Effective decision-making. Part A	Carrying out a detailed assessment before making a decision.	Experienced managers who want to master the basics of management	No prerequisites To complete this program, you will need to work through part B.	You will be able to assess management issues quickly and make an effective decision to resolve a difficult situation quickly.	An innovative approach to the decision-making process. Tools adapted to everyday decision-making. A self-assessment to analyze and address your management weaknesses. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	Most of a manager's day-to-day activities involve making decisions. These involve making technical, financial and personnel and organizational choices. Every manager must consider the importance of the difficulties they face, how they approach a problem, and the options open to them when making a decision. This module will help you to develop good reflexes.

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Reference	Title	Program	For who?	Prerequisites	Objectives	Advantages	The first minute of the module
MH153-B	Effective decision-making. Part B	Anticipating the consequences of your decisions. Moving from decision-making to decision implementation. Securing buy-in from your coworkers.	Experienced managers who want to master the basics of management	To complete this program, you will need to have worked through part A.	In this module, you will learn how to make the move from decision-making to action plan. You will then be able to convert this action plan into a genuine buy-in plan.	A method to help you make and safeguard decisions by monitoring impacts, supporting coworkers, reporting on implementation and taking adjustments and adaptations into account. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	Most of a manager's day-to-day activities involve making decisions. These involve making technical, financial and personnel and organizational choices. Every manager must consider the importance of the difficulties they face, how they approach a problem, and the options open to them when making a decision. This module will help you to develop good reflexes.
MH154-A	Being persuasive in management situations. Part A	Clarifying the concept of the win-win relationship. Preparing for your negotiations.	All managers	No prerequisites To complete this program, you will need to work through part B.	You will be able to identify negotiating situations. Once identified, you will then be able to prepare for your negotiations and make sure you deliver a win-win outcome.	Operational tools to help you develop your negotiating strategy. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	The term "negotiation" is used to refer to relationships with unions and management, customers and suppliers. These are explicit negotiations. However, the term "negotiation" is less widely used in relationships between managers and staff. Nevertheless, certain situations involve negotiation, even if it is implicit.
MH154-B	Being persuasive in management situations. Part B	Distinguishing between positions and interests. Concluding win-win agreements with your coworkers	All managers	To complete this program, you will need to have worked through part A.	You will learn to negotiate with your coworkers in a way that guarantees win-win agreements.	Operational tools to develop a "win-win" approach with your coworkers. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	If you want to negotiate with your coworkers, you need to develop a specific set of skills. As this is a long-term relationship, it is particularly important to conduct negotiations in a way that gives coworkers an opportunity to state their opinion and receive due recognition and consideration.
MH155-A	Handling emotions within your team. Part A	Identifying the signs of emotion in your coworkers. Practicing empathic listening.	All managers	After completing the following module: The emotional skills of the manager To complete this program, you will need to work through part B.	By the end of this module, you will understand the emotional dimension of the manager's role and will be able to deal with your coworkers' emotions. You will be able to handle individual emotions in the heat of the moment and identify the right support provision based on the nature of the emotional reaction.	Concrete application of emotional intelligence to individual management. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	As a manager, you are often confronted with the individual and collective feelings and emotions of your staff. If you ignore or underestimate them, these emotions may manifest themselves in counterproductive behavior that can be harmful to performance. It's your job to learn to accept these emotions and support them by developing your listening and empathy skills.
MH156-B	Handling emotions within your team. Part B	Practicing responding appropriately to a coworker's feelings. Identifying the signs of collective feelings and managing them appropriately.	All managers	After completing the following module: The emotional skills of the manager To complete this program, you will need to have worked through part A.	This module will help to adapt your response to your coworker's level of emotional maturity. Through the range of tools on offer, this module will help you manage your team's feelings and emotions.	Concrete application of emotional intelligence to team management. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	As a manager, you are often confronted with the individual and collective feelings and emotions of your staff. If you ignore or underestimate them, these emotions may manifest themselves in counterproductive behavior that can be harmful to performance. It's your job to learn to accept these emotions and support them by developing your listening and empathy skills.

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APPLIED PERSONAL DEVELOPMENT

Personal Development

MH007-A	Adapting to other people to communicate more effectively. Part A	Understanding the importance of non-verbal communication. Learning how to communicate with others non-verbally using synchronization. Exploring the three types of synchronization: non-verbal, paraverbal and verbal.	Anyone who wants to communicate with others more effectively	No prerequisites. To complete this program, you will need to work through part B.	You will learn simple relational techniques to help you communicate with others more effectively. You will explore the three types of synchronization and learn how to communicate better by adapting your style to the other person.	Non-verbal communication is an important aspect of human relationships. The explanations and videos will give you an insight into effective, conscious non-verbal communication. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	The best way to use non-verbal communication to get in sync with the other person is via the NLP "synchronization" tool. Having grown out of the Movement for the Development of Human Potential on the west coast of the United States in the 1970s, NLP is now really coming into its own. The NLP approach features a range of practical tools that put human beings and their dreams at the heart of organizational success.
MH007-B	Adapting to other people to communicate more effectively. Part B	Learning the basics of synchronization to communicate better with others. Learning to use synchronization appropriately. Knowing when to desynchronize to address poor communication.	Anyone who wants to communicate with others more effectively	No prerequisites. To complete this program, you will need to have worked through part A.	You will learn non-verbal synchronization techniques to help you communicate with others more effectively. You will know which type of synchronization to use in different situations and when to desynchronize to address poor communication.	The videos show examples of this type of non-verbal communication, also known as synchronization. You will also be able to use these videos to practice yourself. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	The best way to use non-verbal communication to get in sync with the other person is via the NLP "synchronization" tool. Having grown out of the Movement for the Development of Human Potential on the west coast of the United States in the 1970s, NLP is now really coming into its own. The NLP approach features a range of practical tools that put human beings and their dreams at the heart of organizational success.
MH010	Handling stress	Understanding how to reduce the negative effects of stress. Relaxing your body. Exploring the benefits of breathing. Developing your own "stress-busting" method.	Anyone who has to deal with a stressful situation	No prerequisites.	Using effective day-to-day stress management methods. At the end of this module, you will be better equipped to manage stress. You will also know the types of situation that make you stressed and how this stress affects you. Most importantly, you will be able to detect and manage stress more effectively in future.	The module gives a clear analysis of stress factors. Through a series of exercises and tests, you will analyze how you react to a stressful situation, and you will learn to identify your body's warning signs and think about your personal response. You will work on your breathing through a series of practical exercises PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification	Stress has its virtues. It allows us to react quickly when necessary. Without stress, we would be unable to adapt to changes in our environment. Stress in itself is not dangerous. Instead, it is the abuse of stress and the failure to recharge our batteries that places us at risk. In this module, we will therefore look at ways to make stress our ally and how to recharge our batteries.
MH011-A	Assertiveness: know your profile. Part A	Identifying the characteristics of an assertive, passive and aggressive attitude Using simple techniques to become more assertive	Anyone who wants to manage tense situations more effectively	No prerequisites. To complete this program, you will need to work through part B.	You will learn how to react in tense situations by stating your case assertively yet without aggression. You will already be aware of your strengths and weaknesses. In this module, you will learn how to manage them more effectively. You will come away with practical ways to analyze the behavior of people around you.	Through a self-assessment, you will determine how assertive you are and identify some effective ways to become more assertive. Through exercises and videos, you will learn to decipher the attitudes of your coworkers in different workplace situations. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	Tense or stressful situations affect our behavior, making us lose our composure and, in some cases, respond inappropriately. This, in turn, can cause us to lose face and credibility. In this module, we will see how to remain composed and be "assertive", i.e. both firm and diplomatic. We will also learn how to avoid behaviors that make us less effective. You will carry out a self-assessment to learn about your own tendencies and understand how to switch from one form of sanctuary behavior to another.

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Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MH011-B	Assertiveness: know your profile. Part B	Understanding the characteristics of manipulative behavior How to use assertiveness to address manipulation	Anyone who wants to identify and counter manipulative behavior	To complete this program, you will need to have worked through part A.	You will learn to quickly identify manipulative behavior, understanding the reasons for this behavior and how it manifests. When faced with manipulation, you will behave in an assertive manner and manage your natural tendencies effectively.	Through a case study, you will analyze examples of manipulative behavior in different workplace situations. You will then take part in a role-play to identify your natural tendency and help you become more assertive when dealing with manipulation. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	Tense or stressful situations affect our behavior, making us lose our composure and, in some cases, respond inappropriately. This, in turn, can cause us to lose face and credibility. In this module, we will see how to remain composed and be "assertive", i.e. both firm and diplomatic. We will also learn how to avoid behaviors that make us less effective. You will carry out a self-assessment to learn about your own tendencies and understand how to switch from one form of sanctuary behavior to another.
MH012-A	Assertiveness : toolkit. Part A	Exploring the basic principles of assertiveness. Identifying your preferred forms of behavior. Using the DESC method to give constructive criticism.	Anyone who wants to be more assertive when dealing with others.	No prerequisites To complete this program, you will need to work through part B.	You will explore your personal assertiveness profile. After learning how to state your case calmly and assertively, you will be able to rephrase criticism in a constructive way.	The practical exercises will give you an insight into typical forms of behavior. Through it, you will discover four dimensions : passiveness, aggression, manipulation, and assertiveness. The sample situations will give you a better understanding of an assertive attitude. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	Throughout our professional lives we experience periods of change, tension and stress. Faced with some situations, we occasionally lose our cool and we react inappropriately. We feel that we lose face and credibility. In this module we will see how to be more assertive, while continuing to respect the other person. That is, to listen to the other person, but still express our own point of view. In this way, using methods that are simple and easy to remember and apply, you can maintain healthy and constructive relationships, regardless of the situation.
MH012-B	Assertiveness : toolkit. Part B	Becoming more assertive. Knowing how to ask for things. Knowing how to say no appropriately.	Anyone who wants to be more assertive when dealing with others.	To complete this program, you will need to have worked through part A.	You will have the courage to express your ideas calmly and assertively. You will learn how to say no while maintaining good relationships. You will understand how to ask for things in a constructive and effective manner.	Through the practical exercises, you will adopt assertiveness techniques. The sample situations will give you a better understanding of the methods. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	Throughout our professional lives we experience periods of change, tension and stress. Faced with some situations, we occasionally lose our cool and we react inappropriately. We feel that we lose face and credibility. In this module we will see how to be more assertive, while continuing to respect the other person. That is, to listen to the other person, but still express our own point of view. In this way, using methods that are simple and easy to remember and apply, you can maintain healthy and constructive relationships, regardless of the situation.
Interpersonal Effectiveness							
MH015-A	Knowing yourself better to communicate better. Part A	Exploring the four main attitudes in interpersonal relationships. Identifying your ineffective personal attitudes. Selecting key actions to implement effective behaviors.	Anyone whose job is dependent on building successful relationships.	No prerequisites To complete this program, you will need to work through part B.	This module will help you to limit ineffective behaviors and use simple reflexes to communicate in a calm, assertive manner.	Through the practical exercises, you will discover the 4 dimensions of the most common profiles : passiveness, aggression, manipulation, and assertiveness. The exploratory exercises will help you to identify key behaviors that will improve your effectiveness in your relationships. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	Getting your message across and ensuring you are understood are absolutely essential if you want to have a positive influence on your environment. In order to communicate more effectively, it's important that you have the courage to assert yourself in your relationships with other people, rather than being passive, aggressive or manipulative. To assert yourself fully while staying true to yourself, it's essential that you have a thorough understanding of your personal values, so that you can make them count in your interactions with other people. Inspiring trust in your colleagues will help you to establish effective working relationships.

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Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MH015-B	Knowing yourself better to communicate better. Part B	Understanding how values can help you communicate more effectively. Identifying the driving forces of trust.	Anyone whose job is dependent on building successful relationships.	To complete this program, you will need to have worked through part A.	You will learn to draw on your values to communicate more effectively and build long-term, trust-based relationships.	The personal reflection exercises will help you to identify and consolidate your most important values. This is key to building effective long-term relationships and communication. Practical case studies will give you an insight into the driving forces of trust. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	Getting your message across and ensuring you are understood are absolutely essential if you want to have a positive influence on your environment. In order to communicate more effectively, it's important that you have the courage to assert yourself in your relationships with other people, rather than being passive, aggressive or manipulative. To assert yourself fully while staying true to yourself, it's essential that you have a thorough understanding of your personal values, so that you can make them count in your interactions with other people. Inspiring trust in your colleagues will help you to establish effective working relationships.
MH013	The three pillars of interpersonal excellence	Defining the three pillars of interpersonal excellence. Understanding the importance of having a networking strategy. Understanding the benefits of using your personal qualities. Using tools to develop effective relationships.	Anyone whose job is dependent on building successful relationships.	No prerequisites.	By the end of this module, you will be able to build successful working relationships by using the three pillars of interpersonal excellence. You will have developed a networking strategy for your relationships. You will be able to put your personal qualities to good use and apply effective relationship-building methods.	The explanations and practical exercises will give you a deeper insight into the methods. The sample situations will give you a better understanding of how they are applied in practice. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification	Some professionals stand out because of their ability to express their opinions clearly and persuasively, to be convincing, and to appeal to the right people both within and outside the organization. These people have interpersonal excellence. They embody the three fundamental pillars of interpersonal effectiveness: having a networking strategy, putting their personal qualities to good use, and using effective methods and tools.
MH014	Developing an interpersonal communication strategy	Creating your network map with key stakeholders. Specifying your level of influence with important people in your network. Defining precise objectives.	Anyone whose job is dependent on building successful relationships.	No prerequisites.	In this module, you will learn to build relationship and interpersonal communication strategies to support you in your role. You will act at the appropriate level of influence and will set adequate objectives before taking action.	Through the examples, you will see your professional relationships in a more practical light. You will learn how to select the appropriate actions using a carefully considered strategy. You will define your actions in advance and target identified key people. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification	In business, the most successful people are those who have a clear idea of their role and who build good relationships with those around them. In this module, you will learn how to improve your interpersonal strategy by focusing on your network of key actors, your desired level of influence and setting precise objectives.
MH016	Three routes to good communication	Using the non-verbal dimension to boost your communication. Using "straight talking" to build more robust relationships. Distinguishing between the five levels of listening.	Anyone whose job is dependent on building successful relationships.	No prerequisites.	By the end of this module, you will know how to use non-verbal communication effectively. You will use direct, honest communication in your relationships and will be able to look beyond what is said.	Non-verbal communication is an important aspect of human relationships. The explanations and examples will give you a clearer insight, while the tools and advice are simple and accessible. The "Leveling criticism" tool offers practical tips for more open, frank discussions. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.	To communicate effectively, it's important to create a climate that suits the person you are speaking to. There are tools and methods you can use to create better conditions for communication. They enable you to be on the same wavelength as the person you are talking to and to listen effectively, and still put your ideas across.

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Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MH017	Three levers for building winning cooperation	Understanding the usefulness of adopting a cooperative attitude. Using a method to identify the limitations of your cooperation with each of your colleagues. Overcoming the main obstacles to implementing cooperative relationships.	Anyone whose job is dependent on building successful relationships.	No prerequisites.	You will understand the long-term benefits of cooperation over confrontation by adopting appropriate behavior. You will be able to identify the key elements of your cooperation strategy and establish key reflexes.	Through practical examples and exercises, you will appreciate the benefits of cooperation over confrontation. You will quickly understand how to protect your interests. You will see the disadvantages of adopting an inflexible position, and will learn suitable tools to help you overcome disagreements.	Your personal attitude and your goodwill are absolutely indispensable in cooperating effectively with your partners. But they are not enough on their own! Adding some tools and methods to your existing qualities will help you to cooperate more effectively. To help yourself and others succeed in your projects, you will look at the issues involved in cooperation and how to implement it in practice.
Dealing with Emotions and Conflict							
MH190-A	Impact of emotions in the workplace. Part A	Understanding the importance of emotions in the workplace. Identifying the interaction between emotions, conflict and trust.	Anyone who wants to develop high-quality human relationships within the workplace.	No prerequisites To complete this program, you will need to work through part B.	By the end of this module, you'll be able to use the power of emotions in your relationships and tame your own emotions.	Explore emotions and their impact on personal and collective effectiveness and in conflict management. This initial comprehensive overview allows you to decipher your own emotions and learn to recognize them. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	Emotions play an important role in the workplace. They affect our daily life, our reactions to certain situations and our interactions with other coworkers. They play a role in team success, but also in stressful situations and conflict. In the latter cases, emotions give rise to power struggles and may even lead to crises. In managing emotions and conflict, you can obtain better individual and group performance.
MH190-B	Impact of emotions in the workplace. Part B	Developing your emotional balance. Resolving simple conflicts.	Anyone who wants to develop high-quality human relationships within the workplace.	To complete this program, you will need to have worked through part A.	In this module, you will gain a clearer perception of emotions. You will learn to use emotions to improve your relationships with others and to resolve conflict.	Explore your own emotions, learn to recognize emotions in others and, in doing so, manage tension and avoid conflict more effectively. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	Emotions play an important role in the workplace. They affect our daily life, our reactions to certain situations and our interactions with other coworkers. They play a role in team success, but also in stressful situations and conflict. In the latter cases, emotions give rise to power struggles and may even lead to crises. In managing emotions and conflict, you can obtain better individual and group performance.
MH194	Controlling your emotions	Understanding why self-control is vital. Using tools for managing emotions. Using positive thinking.	Anyone who wants to develop high-quality human relationships within the workplace.	No prerequisites.	This module will help you establish practical ways to manage your emotions over time. By using positive thinking to deal with tension, you will be better able to control your emotions.	The physical and breathing exercises help us keep emotions at bay and better understand how they work. We can therefore all learn how to manage our emotions more effectively. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.	In corporate life, we sometimes encounter situations where changes, tension and stress can make us lose our composure, even though it is precisely at this moment that we most require emotional stability. The aim of this module is to provide you with tools to deal with these situations.

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Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
PROFESSIONAL EFFICIENCY							
Oral Communication							
MH211	Identify your communication styles	Being aware that there are several communication styles. Understanding how to distinguish between styles, their similarities and differences. Identifying your dominant style. Developing your flexibility in communication situations.	Anyone who is required to speak in public. This module is particularly suited to operations managers.	No prerequisites.	By the end of this module, you will be able to identify the four communication styles and develop constructive relationships with others. You will be able to determine your own communication style and will understand the strengths of each style. You will then be able to enrich your own style by drawing on the strengths of the other communication styles and adapting to the styles of others.	You will identify your communication style through a self-assessment exercise. A summary table will set out the strengths and weaknesses of each style. You will practice becoming more flexible in your style through a series of practical exercises. Role-plays based on practical case studies will give you an opportunity to address each style. Through these practical exercises, you will become a more confident and impactful communicator. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.	As you are aware, some people are more talented communicators than others. Some people find speaking in public easier than others. Words trip off their tongues more easily, they are able to select the right arguments, hold a gaze and synchronize their verbal and non-verbal communication. Other people find it more difficult to get their message across, adopting a more monotonous tone, failing to hold their gaze and communicating ineffectively. Most of us lie somewhere between these two extremes—able to speak effectively but with varying degrees of impact. By identifying the different communication styles and their strengths, you will be able to identify and draw on examples of best practice. This, in turn, will elevate you to the ranks of an effective speaker!
MH212	Successfully adapting your message	Identifying the main situations in which public speaking is required within a company. Gaining an aerial overview of the situation to help identify the target audience, what is at stake and the context. Adapting your message for different situations.	Anyone who is required to speak in public. This module is particularly suited to operations managers.	No prerequisites.	By the end of this module, you will be able to identify the main situations in which you are required to speak in public at work, and adapt your message to your audience. By taking an aerial overview of the situation, you will be able to prepare your speech more effectively and adapt the way you communicate to different situations.	You will explore an original, practical method, which will help you to adjust your message in all circumstances. This easy-to-use method will allow you to practice delivering the same message to different audiences. You will become more adept at adapting to different contexts—a skill that is critical to your success! PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.	Your role often requires you to deliver the same message to different people and in different circumstances. For example, you may have to address your team members, the company's board, an individual in a face-to-face meeting or a large group during a presentation. You will undoubtedly be aware that the impact of your message varies in different situations, even if the content is the same. Your success depends on your ability to adapt to different contexts.
MH214	Evade trick questions at meetings	Handling tricky situations in meetings. Asserting yourself without being aggressive. Avoiding snapping back. Choosing the right rephrasing technique. Answering questions. Developing fast reflexes	Anyone who is required to speak in public. This module is particularly suited to operations managers.	No prerequisites.	By the end of this module, you will have learned a set of tools and methods to avoid trick questions in meetings. You will know how to: Use active listening tools. Identify different question types Use varied rephrasing techniques. You will have acquired a reliable rephrasing method for use in meetings and in response to trick questions, allowing you to tame your emotions and develop fast reflexes.	You will encounter a series of practical, effective tools to help you develop effective counterarguments in tricky meeting situations. Using active listening and rephrasing tools, you will be able to develop a winning strategy to avoid trick questions. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.	When addressing an audience, you are a separate entity from the group of people to whom you are speaking. This can lead to particular forms of individual or collective behavior. You need to be able to identify and manage these to ensure that your presentation is a success. Moreover, you may be required to deliver one or more messages to people who do not fully understand what you are saying, are offended, or simply disagree with you. This can lead to genuine communication problems, which you may not be able to anticipate. This module will show you how to respond positively to these situations, either on the spot or through preparation.
MH057	Preparing yourself to get on stage	Prepare and structure a public presentation.	All professionals.	No prerequisites.	Learning how to prepare and structure a public presentation, and understanding the importance of preparation and structure in creating effective communication.	Answers to key questions : How to overcome nerves? Is it good to use notes? How much do should you memorize? What do you if you forget half way through?	
Time and Information Management							
MH060	Considering how you spend your time	Adopting an effective time management strategy to cope with excessive workload. Clarifying your role and identifying important tasks in relation to the objectives of your mission. Assessing how you use your time based on four levels of analysis. Identifying the main time-wasting factors.	Anyone who feels they do not have enough time to complete essential tasks	No prerequisites.	By the end of this module, you will have identified several ways to make better use of your time, based on the priorities of your mission. By prioritizing your tasks and working on your personal style and time-wasting factors, you will be able to manage your time more calmly and effectively.	Through self-assessments and analysis grids, you will gain a clearer insight into how you use your time. The matrices and indicators will help you find your own time management solutions. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.	Days, hours, seconds... Is there ever enough time in a single working day? What if we could make time last a bit longer? In this module, we will explore how you behave when it comes to time management.

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Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MH061	Focusing on your priorities	Differentiating between two key dimensions of priority-setting: urgency and importance. Using the CAUT (Critical Analysis of your Use of Time) matrix to clarify your priorities. Planning your activities in accordance with your priorities.	Anyone who wants to regain control of their time when facing constant urgent tasks.	No prerequisites.	This module will help you to take a step back from urgent tasks and refocus on your priorities. You will learn how to plan your long-term, weekly and daily priorities effectively.	Essential tools and strategies to help you prioritize and plan your activities, illustrated with concrete examples. Practical tips to help you avoid the classic time management traps. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.	During the course of a working day, you can often have the impression that everything you have to do is both important and urgent. But are all those tasks really a priority? It's important that you know how to choose, from the various activities you have to complete, the ones that have to be done straightaway, those that you can put off until later and the ones you can delegate or even drop altogether. This means you have to be able to set priorities. In this module, you will find a number of tools and strategies that can help you plan your activities by focusing on your priorities.
MH062	The 12 guidelines of effective time management	Managing requests with rigor and flexibility, and knowing when to say no. Optimizing meeting and telephone call times. Optimizing your diary and personal organization.	Anyone who wants to save time by managing requests and streamlining their organization effectively.	No prerequisites.	In this module, you will develop strategies to save time in your dealings with others. You will learn how to optimize your diary, your personal organization and your workspace to boost your effectiveness.	Through practical tips and concrete examples, you will learn to identify practical solutions to adapt the time management principles to your personal environment. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.	Have you ever thought about the principal causes of time loss during your day? Telephone calls? Endless meetings? A badly organized workspace? To save time, it is important to be able to plan your activities. In this module, you will learn to use several tools and techniques for saving time.
MH223-A	Dealing with time-consuming tasks. Part A	Identifying time-consuming tasks and taking a step back by grouping them into four categories. Dealing with time-consuming tasks generated by other people.	Anyone who feels time-pressured. This module is particularly suitable for project stakeholders.	No prerequisites. To complete this program, you will need to work through part B	By the end of this module, you will have identified your time-consuming tasks and taken a step back. You will know how to save time by limiting the impact of time-consuming tasks generated by other people.	Your role as a coach: you are required to help the main character in the module and learn lessons from this specific situation. You will complete a self-assessment to help you identify and categorize your own time-consuming tasks. Through role-plays, you will learn to manage other people's interruptions. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	These days, a company's day-to-day business is often a matter of urgency. If you were to respond to every request, to take things to extremes, this could mean working 365 days a year, 7 days a week and 24 hours a day while still not achieving optimal performance. Perhaps you feel you are no longer on top of your work schedule, and are a slave to time rather than in control of it? You have to go along with constraints and multiple requests and are subjected to a whirlwind of urgent tasks and contradictions. Let's refer to the requests and constraints you encounter as "time-consuming tasks". In this module you will learn how to deal with these tasks and regain control.
MH223-B	Dealing with time-consuming tasks. Part B	Dealing with time-consuming tasks generated by your organization. Dealing with time-consuming tasks linked to new technologies. Dealing with personal time-consuming tasks in a good-natured way.	Anyone who feels time-pressured. This module is particularly suitable for project stakeholders.	To complete this program, you will need to have worked through part A.	By the end of this module, you will know how to deal more effectively with essential time-consuming tasks and mitigate or limit their impact. You will know how to regain control of your connected technologies. You will have identified things to look out for when dealing with your time-consuming tasks, without becoming discouraged.	Your role as a coach: you are required to help the main character in the module and learn lessons from this specific situation. Practical methods to help you go beyond traditional time management methods and adopt effective strategies and behaviors that are aligned with your environment and personal needs. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	These days, a company's day-to-day business is often a matter of urgency. If you were to respond to every request, to take things to extremes, this could mean working 365 days a year, 7 days a week and 24 hours a day while still not achieving optimal performance. Perhaps you feel you are no longer on top of your work schedule, and are a slave to time rather than in control of it? You have to go along with constraints and multiple requests and are subjected to a whirlwind of urgent tasks and contradictions. Let's refer to the requests and constraints you encounter as "time-consuming tasks". In this module you will learn how to deal with these tasks and regain control.
MH224	Managing your time strategically	Avoiding the traps of a chronological approach. Choosing the right opportunities to act. Optimizing time variables to make your time more pleasant and effective.	Anyone who wants to regain control of their time. This module is particularly suitable for project stakeholders.	No prerequisites.	You will be able to manage your time in a way that serves your objectives without being distracted by false emergencies. By the end of this module, you will be able to detect opportunities to improve the relationship between energy and efficiency and optimize your time—not to gain more but to use it better.	An original approach to time: using a symbolic, mythological view of time to go beyond the linear approach and see time as a series of opportunities. Practical tools and tips to help you regain control of your time and use it strategically to serve your priorities and longer term ambitions. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.	Time management as conceived in industrial and post-industrial society is an effective method for saving time, optimizing organization and developing an orderly schedule. While this rigorous, planned approach continues to appeal to the more rational-minded among us, it fails to live up to the demands of the complex world of the modern business. What we once believed to be time management issues are actually problems of choice—especially the need to choose a limited number of key objectives.

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Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MH225-A	Clarifying and managing your priorities. Part A	Distinguishing between what is essential, priorities and urgency in line with your career development goals. Harmonizing the different spheres of your life.	Any coworker with time management issues. This module is particularly suitable for project stakeholders.	No prerequisites. To complete this program, you will need to work through part B	In this module, you will learn to deal effectively with multiple environmental pressures using appropriate decision-making criteria. The module will help you to clarify your professional and personal priorities.	A practical case study will give you the tools you need to distinguish between genuine and false urgency and genuine and false priorities. The practical approach and tools will help you assess your professional and personal priorities. <i>PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.</i> <i>Part A: you must complete part B of this module to gain your PMI credits</i>	In today's business world, the leading cause of stress is a feeling that there is not sufficient time to get everything done. Each and every day, you field multiple requests from different people, requiring you to perform different duties simultaneously and wanting everything done instantly. It is difficult to prioritize, make the right decisions and find the right balance between your professional and personal life.
MH225-B	Clarifying and managing your priorities. Part B	Clarifying the priorities of your position. Using the multiplying factors method to focus on what is essential while preserving your energy.	Any coworker with time management issues. This module is particularly suitable for project stakeholders.	To complete this program, you will need to have worked through part A.	By the end of this module, you will be able to clarify and structure your duties and associated activities and make the appropriate decisions. You will make the right choices in terms of the stakes and the effort required.	A step-by-step method illustrated with practical examples to help you set the priorities of your role and the corresponding tasks. An effective tool to help you focus on what is essential while preserving your energy and protecting your personal time. <i>PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.</i> <i>Part B: you must complete part A of this module to gain your PMI credits</i>	In today's business world, the leading cause of stress is a feeling that there is not sufficient time to get everything done. Each and every day, you field multiple requests from different people, requiring you to perform different duties simultaneously and wanting everything done instantly. It is difficult to prioritize, make the right decisions and find the right balance between your professional and personal life.
MH226	Harnessing different to boost effectiveness	Exploring the characteristics of various perceptions of time and the similarities between them. Working effectively with people who have other cultural conceptions of time. Working remotely effectively.	Anyone who works with people who have a different perception of time. This module is particularly suitable for project stakeholders.	No prerequisites.	In this module, you will learn to become more flexible by adapting to different perceptions of time. You will be able to identify the different cultural and personal perceptions of time and use their differences and similarities to your benefit. You will learn how to manage your time in a globalized context and work effectively on international and multicultural projects. You will discover how to work remotely effectively.	Experience the journey of a multicultural, multi-skilled working group. The self-assessment will help you discover your own profile ("monochronic" or "polychronic"). <i>PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.</i>	Whether you are a manager, project manager or someone involved in a project with an international dimension, your own perception of time is far from universal. Perceptions of time are highly personal, affected by the personal body clock, education, culture, role and seniority. These differences may be perceived as sources of incompatibility, even though modern businesses are now managed in line with western processes and standards. In this module, however, you will learn how to draw on the similarities between different perceptions of time and enrich cooperation.
MH227	Increasing your productivity in a fast-paced world	Developing the three talents: distance: taking a step back in unforeseen circumstances coherence: remaining calm when facing urgent tasks relevance: making appropriate, low-risk choices.	Anyone who finds it difficult to manage their time when dealing with unforeseen circumstances and constant changes. This module is particularly suitable for project stakeholders.	No prerequisites.	This module will help you to adopt the three talents you need to operate in a rapid, changing and complex environment. It will help you to step back from unexpected events and boost your ability to keep calm and avoid panic. You will learn how to make appropriate, low-risk decisions.	An original approach to time that accommodates unforeseen events, deals with the root causes of urgent situations and incorporates decision-making as a major factor of time management. Best practice and practical tools for each of the three talents. <i>PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification.</i>	Do you often feel victimized by urgent situations, rapid changes and unforeseen events? In a world where everything is instant and immediate results are top of the agenda, it is nevertheless dangerous to try to save time by cutting moments for reflection and adaption out of your diary, failing to learn from experience, or not having sufficient time to adopt new ideas and methods or engaging cooperation. In this module, you will look beyond traditional time management methods and explore the state of mind you need to adopt to address time issues.

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Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
PROJECT MANAGEMENT							
Project Management							
MH090-A	Project management essentials. Part A	Defining what a project is. Identifying the project objectives. Mastering the performance-cost-deadline triangle. Organizing the key project phases and setting milestones. Identifying all the project stakeholders.	Anyone who is involved in projects and wants to improve their project management skills. Current or future project managers.	No prerequisites To complete this program, you will need to work through part B.	By the end of this module, you will be able to define the objectives of your project, organize the key phases and set milestones to help you make the right decisions at the right time. You will learn how to identify the various stakeholders and establish a suitable governance mechanism.	This module sets out the essentials of project management in an accessible and instructive way. The practical tools and quizzes will give you the information you need to manage your projects. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	The company is bursting with new needs, driven by an external environment that's constantly on the move and internal activity constantly looking for progress. These needs demand high-performance responses, that are rapid... and low- cost! Although some operating approaches allow organizational flexibility to get things done through informal exchanges, a completely new requirement and the multiple responsibilities it entails can legitimize running it as a formal project.
MH090-B	Project management essentials. Part B	Day-to-day project steering: method and frequency. Identifying the different levels of project management maturity in the company. Positioning yourself as a project manager in the company: adapting your posture to the company's level of maturity	Anyone who is involved in projects and wants to improve their project management skills. Current or future project managers.	To complete this program, you will need to have worked through part A.	By the end of this module, you will know how to define the most appropriate project steering method and frequency. You will also be able to adopt the right project manager reflexes based on the company's level of maturity.	This module sets out the essentials of project management in an accessible and instructive way. The explanatory videos, interactive activities and quizzes will guide you through the learning process, giving you an insight into project steering methods and tools. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	The company is bursting with new needs, driven by an external environment that's constantly on the move and internal activity constantly looking for progress. These needs demand high-performance responses, that are rapid... and low- cost! Although some operating approaches allow organizational flexibility to get things done through informal exchanges, a completely new requirement and the multiple responsibilities it entails can legitimize running it as a formal project.
MH091-A	The project framework. Part A	Identifying the project kick-off drivers and constraints. Defining the content of the project charter. Differentiating between project stakes and objectives.	Anyone who is involved in projects and wants to improve their project management skills. Current or future project managers.	No prerequisites To complete this program, you will need to work through part B.	You will learn how to approach the first key phase of a project—the project framework—successfully. You will come away with a list of appropriate questions to ask at the kick-off phase and will be able to write the project's founding document—the project charter.	Through practical project examples, you will be able to identify your day-to-day difficulties and find ways to deal with them effectively. Effective tools, videos and interactive activities to help you ask the right questions and write the project charter. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	Before launching into your project, you need to take an in-depth look at what and who is involved, so that the company invests fully in the project. So it's "hooked in". The difficulty lies in the fact that many factors drive companies to launch projects as quickly as possible, with catastrophic results if enough time wasn't taken to think out the framework.
MH091-B	The project framework. Part B	Constructing a project task map. Constructing the task allocation diagram. Identifying different types of change and managing them appropriately.	Anyone who is involved in projects and wants to improve their project management skills. Current or future project managers.	To complete this program, you will need to have worked through part A.	You will learn how to construct a task map, setting out all the activities associated with your project. You will come away with a tool you can use to allocate tasks to different project contributors. You will also learn how to manage key project changes.	Project examples to show the different types of task involved in a project. A practical tool to allocate these tasks to the right contributors. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	Before launching into your project, you need to take an in-depth look at what and who is involved, so that the company invests fully in the project. So it's "hooked in". The difficulty lies in the fact that many factors drive companies to launch projects as quickly as possible, with catastrophic results if enough time wasn't taken to think out the framework.

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Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MH092-A	Project planning. Part A	Choosing an appropriate project presentation method: the milestone diagram or Gantt chart. Listing activities, identifying the continuity constraints, drawing up a logical succession of tasks, and determining the duration of activities.	Anyone who is involved in projects and wants to improve their project management skills. Current or future project managers.	After completing the following modules: Project management essentials and The project framework. To complete this program, you will need to work through part B.	By the end of this module you will be able to define the most appropriate schedule presentation method for your project. You will also be able to work through the project planning process with your team.	The planning process is addressed through a fun case study, allowing you to learn about the key phases step-by-step. Through explanatory videos and interactive activities, you will cover the key notions and be able to transfer them into your context. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	Why waste time creating a project schedule that is likely to change regularly throughout the project? This is a question that all project managers should ask themselves! In this module, you will learn that the issues involved in project planning go far beyond the creation of a simple color diagram.
MH092-B	Project planning. Part B	Calculating dates and identifying the critical path. Identifying free and total floats. Creating a Gantt chart and choosing your tracking tool.	Anyone who is involved in projects and wants to improve their project management skills. Current or future project managers.	After completing the following modules: Project management essentials and The project framework. To complete this program, you will need to have worked through part A.	By the end of this module, you will be able to identify the projects critical path and will adopt the right attitude to floats in your schedule. You will also be able to formalize, communicate and share the team's activity schedule.	Through explanatory videos and interactive activities, you will learn how to formalize and communicate about the project and will gain an insight into the key phases, step by step. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	Why waste time creating a project schedule that is likely to change regularly throughout the project? This is a question that all project managers should ask themselves! In this module, you will learn that the issues involved in project planning go far beyond the creation of a simple color diagram.
MH093-A	Drawing up a project budget. Part A	Defining and identifying the key concepts of a project budget. Identifying the different elements of a project budget. Understanding the difference between estimation, budget and budgeting. Adapting estimation methods to the project phase	Anyone who is involved in projects and wants to improve their project management skills. Current or future project managers.	After completing the following modules: Project management essentials and The project framework. To complete this program, you will need to work through part B.	By the end of this module, you will be able to structure your budget without omissions and you will have mastered a series of techniques to produce a robust initial estimation.	The key concepts of project budget construction are addressed through a real-life role-play. The videos and quizzes will help you to gain an insight into the phases, step by step. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	At the outset of any project, it is essential to have a significant proportion of the resources in place so that they can be mobilized at the necessary stage of the project. This module will give you the key methods you need to estimate your project budget, spread it over time and manage it effectively.
MH093-B	Drawing up a project budget. Part B	Planning the budget over time: project budgeting. Creating a budget consumption forecast curve. Keeping control of the project budget. Revising the budget on the basis of "customer" decisions.	Anyone who is involved in projects and wants to improve their project management skills. Current or future project managers.	After completing the following modules: Project management essentials and The project framework. To complete this program, you will need to have worked through part A.	By the end of this module, you will be able to spread your budget over time using the five-step budgeting process. You will also be able to anticipate budgetary discrepancies during the project and revise the budget on the basis of "customer" decisions.	The key concepts of project budget control are addressed through a real-life role-play. The explanatory videos, interactive activities and quizzes will help you transfer what you have learned to your day-to-day context. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	At the outset of any project, it is essential to have a significant proportion of the resources in place so that they can be mobilized at the necessary stage of the project. This module will give you the key methods you need to estimate your project budget, spread it over time and manage it effectively.

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Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MH094-A	Anticipating project risks. Part A	Defining the notion of risk in a project. Mastering the risk management process. Identifying project risks and their possible triggers with your team. Creating the risk register. Assessing risk probability and severity.	Anyone who is involved in projects and wants to improve their project management skills. Current or future project managers.	After completing the following modules: Project management essentials and The project framework To complete this program, you will need to work through part B.	By the end of this module, you will understand the concept of risk and will have mastered the project risk management process. You will have a series of methods and practical tools to help you identify project risks, assess their severity and prioritize them.	Through a practical case study, you will learn a structured approach to identifying and assessing potential risks for your project. The explanatory videos, interactive activities and quizzes will take you through the process step by step. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	Projects often involve new and complex tasks. As a result, one of the project manager's main responsibilities is to limit, as much as possible, the exposure of the project to events that place it under threat. To do this, project managers must perform certain activities, along with their team, to: - anticipate and manage any risks that put the project in jeopardy - involve the members of the project team in reducing risks
MH094-B	Anticipating project risks. Part B	Choosing an appropriate response to the project risk. Mitigating threats and seizing opportunities. Monitoring risks and updating the risk register.	Anyone who is involved in projects and wants to improve their project management skills. Current or future project managers.	After completing the following modules: Project management essentials and The project framework. To complete this program, you will need to have worked through part A.	By the end of this module, you will be able to manage and monitor project risks. You will adopt a strategy for dealing with opportunities and threats. You will also know how to involve your team in the project risk management process.	Through a practical case study, you will learn a structured approach to managing and monitoring potential risks for your project. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	Projects often involve new and complex tasks. As a result, one of the project manager's main responsibilities is to limit, as much as possible, the exposure of the project to events that place it under threat. To do this, project managers must perform certain activities, along with their team, to: - anticipate and manage any risks that put the project in jeopardy - involve the members of the project team in reducing risks
MH095-A	From needs to project. Part A	Mastering the five stages of the needs definition process. Identifying the project stakeholders. Mobilizing the appropriate individuals to define the needs. Identifying the appropriate level of effort and obtaining official approval.	Experienced project managers or project directors. Operations managers in charge of projects.	No prerequisites To complete this program, you will need to work through part B.	By the end of this module, you will be able to formulate the project need through a structured approach using specific tools. You will learn how to involve the relevant stakeholders to define the needs.	The needs definition process is addressed through a fun case study, allowing you to learn about the key phases step-by-step. The explanatory videos, interactive activities and quizzes will help you transfer what you have learned to your day-to-day context. A model set of functional specifications will allow you to project easily to your own situation. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part A: you must complete part B of this module to gain your PMI credits	A project represents all of the actions that need to be taken to respond to predefined needs within set deadlines. These needs are often expressed by several individuals, both inside and outside the company. It's not always easy to express their differing expectations explicitly. As a project manager, your added value is in your ability to translate these needs into a concrete project.
MH095-B	From needs to project. Part B	Identifying the three dimensions of needs collection. Adopting good practices for interview conduct. Formalizing the functional specifications. Challenging and prioritizing needs. Contractualizing and sharing needs.	Experienced project managers or project directors. Operations managers in charge of projects.	To complete this program, you will need to have worked through part A.	By the end of this module, you will have a set of methods and tools to collect, sort, analyze, formalize and prioritize needs for the user. You will also be able to download a reusable tool to help you contractualize and communicate needs.	The needs definition process is addressed through a fun case study, allowing you to learn about the key phases step-by-step. You will have access to downloadable tools to help you transfer what you have learned to your own projects. A model set of functional specifications will allow you to project easily to your own operational situation. PMI® accreditation: earn 0.5 points toward your PMP® or PgMP® certification. Part B: you must complete part A of this module to gain your PMI credits	A project represents all of the actions that need to be taken to respond to predefined needs within set deadlines. These needs are often expressed by several individuals, both inside and outside the company. It's not always easy to express their differing expectations explicitly. As a project manager, your added value is in your ability to translate these needs into a concrete project.

HTML5 eLearning course titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MH239:	The key tools for adopting an agile approach in project management	The key elements of an agile approach: The inverted triangle Agile principles Actors, events and deliverables	Any project manager wishing to adopt an agile approach in all or part of their projects.	No prerequisites.	At the end of this module, you will master the keys to agility in projects, in terms of principles, specific vocabulary, and tools.	In this module, you will follow Damien, project manager assigned to organize an event dedicated to ecology, and who seeks to understand if he can adopt an agile approach.	
MH240	Managing your project with a hybrid approach	Operating in agile or predictive mode: how to choose? Set up the agile team Defining the 'project board' Dealing with pitfalls in agile projects.	Any project manager wishing to adopt an agile approach in all or part of their projects.	No prerequisites.	At the end of this module, you will know how to apply an agile approach to all or part of your project, and implement a 'hybrid' approach if necessary.	Short animations putting in situation a project manager who wishes to adopt an agile approach, as well as interactive exercises, allow you to identify how to practically apply agility.	

HTML5 eLearning course titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
HUMAN RESOURCES							
Successful Performance Review Interview							
MH210-A	Preparing and structuring the annual performance review. Part A	Learning a method to prepare for annual performance reviews. Fostering dialog using appropriate listening techniques.	All managers who carry out annual performance reviews.	Being in a managerial situation. To complete this program, you will need to work through part B.	By the end of this module, you will be able to conduct annual performance reviews with greater ease and professionalism. You will have identified the key information you need to gather beforehand to support your assessment, and the listening techniques you need to use to foster constructive dialog and create a climate of trust with your coworker during the interview.	This module combines theory and practice to help you transfer what you have learned to your workplace.	The annual performance review is a central component of performance management and has a direct impact on coworker motivation and commitment. It is an opportunity to measure individual contributions to the organization's success, and to identify areas for improvement in accordance with the overall strategy. For these reasons, the annual performance review requires thorough preparation and a coherent structure.
MH210-B	Preparing and structuring the annual performance review. Part B	Structuring annual performance reviews. Conducting the review phase. Setting objectives and concluding.	All managers who carry out annual performance reviews.	To complete this program, you will need to have worked through part A.	In this module, you will learn how to conduct the main phases of an annual performance review. You will identify the key facts you need to gather to deliver an objective, shared assessment. You will learn how to set SMART objectives and to carry out regular update meetings throughout the year to support your coworkers' performance.	Through exercises and short videos, you will identify the pitfalls to avoid and best practice to adopt, to ensure that your annual performance reviews keep your coworkers committed and motivated.	The annual performance review is a key component of a manager's duties. Its success is dependent on your commitment and on a climate of trust between you and your coworkers. You will need to know how to set motivating objectives that align with the organization's strategy and review the performance of your coworkers, using a rigorous method and employing the correct listening and communication techniques.

HTML5 eLearning course titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
COMMERCIAL							
Customer Relations							
MH100	The challenges of customer relations	Defining customer satisfaction assessment criteria. Understanding the difference between meeting expectations and creating customer loyalty. Identifying the moments of truth in the customer relationship. Mastering the key emotions in developing customer loyalty. Achieving success in the emotional aspect of customer relations.	Anyone who works in direct contact with customers.	No prerequisites.	In this module, you will learn to identify and take account of the operational and relationship expectations of your customers to better satisfy them. You will incorporate the emotional dimension into your customer relationships in order to better secure customer loyalty.	A simple, practical method to identify customer expectations and select the most appropriate response. Fun exercises to gain an insight into the customer pathway. Tools to help you manage emotions—yours and your customer's.	The role of customer service associates relies more than ever on maintaining loyalty. As an ambassador of the brand, you are constructing, day after day, a strong alliance between the company and each customer. There are a few secrets to building successful relationships with customers.
MH101	Customer relationship: building trust	Identifying the challenges of customer contact. Being successful in the face-to-face meeting. Establishing close communication with the customer. Restoring the balance in sensitive situations.	Anyone who works in direct contact with customers.	No prerequisites.	By the end of this module, you will be able to implement good practices in order to be seen as trustworthy by the customer. You will know how to boost your company's image, establish close communication with your customer and identify how to manage sensitive situations.	Practical tools to help you decipher your customers' communication methods. Role-plays to practice synchronization with your customers.	Trust is a necessary condition of customer relationships. It is difficult to do business with a supplier whom you do not trust! A customer's trust cannot be forced, it must be earned. It is because of you that the customer will build confidence in the supplier. There are a few secrets to establishing trust with customers.
MH102	Customer relationship: practicing active listening	Encouraging customers to talk when making contact. Asking the right questions. Managing obstacles to mutual understanding. Using the right techniques to achieve empathic listening.	Anyone who works in direct contact with customers.	No prerequisites.	By the end of this module, you will be able to establish successful first contact with your customer and glean the information you need by asking the right questions.	Exercises and practical case studies to help you practice asking your customer the right questions.	Every customer is different. If you know how to listen and ask questions, they will tell you their needs, as well as who they are, their values, their beliefs and their emotions. Understanding customers well will help you to gain their trust. Understanding customers and their needs will then help you secure buy-in for your proposed solution.
MH104	Developing loyalty through customer relationships	Securing loyalty through satisfaction. Identifying how to become your customer's preferred supplier. Managing dissatisfaction. Cross-selling through advice.	Anyone who works in direct contact with customers.	No prerequisites.	By the end of this module, you will be able to build customer loyalty at each contact, cross-sell effectively and deal with potential complaints.	Specific examples of quality customer-focused service. A simple method for dealing with complaints. Developing your ability to advise to generate cross-sales.	Today every company believes it is important to retain the loyalty of its best customers. How do you react to an unhappy customer? How do you repair the relationship to make customers want to continue working with your company? How do you use cross-selling as an opportunity to strengthen customer loyalty?

HTML5 eLearning course titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MH138-A	Using emotions to build trust. Part A	To use your emotions to build a strong relationship with the customer throughout the sales process.	All commercial professionals. All professionals that need to negotiate with a client.	To complete this module you must work through both Part A and B.	To use your emotions to build a strong relationship with the customer throughout the sales process. To understand the role of emotions in a business relationship. To manage a customer's negative emotions and restore trust.	Identify the emotions that you or your client feel and learn to manage them. Use these emotions to strengthen your relationship throughout the sales process.	
MH138-B	Using emotions to build trust. Part B	Express your own negative emotions. Use authentic positive emotions. Feed the positive emotions of the client in the concluding phase.	All commercial professionals. All professionals that need to negotiate with a client.	To complete this module you will need to have worked through Part A.	Express your own negative emotions. Use authentic positive emotions. Feed the positive emotions of the client in the concluding phase.	Identify the emotions that you or your client feel and learn to manage them. Use these emotions to strengthen your relationship throughout the sales process.	
Sales							
MH135-A	The art of persuading through listening. Part A	Incorporating the five stages of persuasion into your arguments. Using the benefits of listening to help you persuade others. Reassuring your customer that they are being listened to and understood.	All sales associates. Any professionals who need to persuade customers.	No prerequisites To complete this program, you will need to work through part B.	By the end of this module, you will know how and why you need to listen to your customer to be more persuasive.	Full immersion in the customer's world, to understand the importance of sincere, effective listening and to master the art of persuasion.	As sales associates face increasing pressure to deliver short-term results, the ability to persuade and convince is becoming an essential trait. Yet many people wrongly believe that a persuasive sales associate is someone who talks a lot, occupies center stage and delivers a well-honed argument to customers. But is this really what customers want? Is this really beneficial for a long-term business relationship? These are the questions that we will address in this module.
MH135-B	The art of persuading through listening. Part B	Mastering the power of questioning to encourage the customer to think in a more mature way. Reinforcing your argument with active listening.	All sales associates. Any professionals who need to persuade customers.	To complete this program, you will need to have worked through part A.	By the end of this module, you will have learned how to use questioning to explore customers' and prospects' needs and persuade them more effectively.	An effective method to structure your questioning. A series of exercises to identify best practice and master the questioning method.	As sales associates face increasing pressure to deliver short-term results, the ability to persuade and convince is becoming an essential trait. Yet many people wrongly believe that a persuasive sales associate is someone who talks a lot, occupies center stage and delivers a well-honed argument to customers. But is this really what customers want? Is this really beneficial for a long-term business relationship? These are the questions that we will address in this module.
MH136	Convincing customers with a winning offer	Identifying the factors driving your customer's buying decision. Adapting your offer and your arguments to cement your credibility. Using comparative arguments in an ethical way to convince your customer when faced with an offer from a competitor. Structuring your offer in a way that convinces effectively.	All sales associates. Any professionals who need to persuade customers.	No prerequisites.	By the end of this module, you will be able to convince customers (with integrity) with well-structured arguments and a tangible, irrefutable argument technique.	Immersion in the customer's world to better understand their needs and imperatives. Practical argument development exercises. A practical, useful argument-building method to set you apart from the competition.	When making a purchase, customers need to be convinced that the offer on the table is actually what they need. To persuade your customers, you need to showcase the values that lie behind your sales approach. In other words, your customer needs to understand that your proposal matches their needs, imperatives and motivations. No matter how good you are at building relationships and no matter how deep your product and sales knowledge, you can only truly persuade customers by using a structured, organized approach, supported by a detailed argument plan for your specific targets.

HTML5 eLearning course titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
MH237	Keys to BtoB sales cycle	Master the four phases of a customer interaction to successfully sell. The welcoming phase: creating a favorable sales climate. The discovery phase: identify and identify the need behind the request expressed by the client. The sales-advice phase: presenting the most suitable solution while focusing on customer benefits. The engagement phase: comforting the customer in his purchasing decision and supporting him until the end.	Any seller wishing to acquire sales techniques. Anyone wishing to move towards a sales profession	No prerequisites.	At the end of this module, you will be able to conduct the 4 key phases of a sales interview to an individual: reception / discovery / sales-advice / engagement	Short videos introducing a salesperson and his client, as well as interactive exercises, allow you to identify the best practices of each key phase of a sales interview.	

HTML5 eLearning course titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages	The first minute of the module
QUALITY - SAFETY - ENVIROMENT							
Tools for Handling and Solving Problems							
MH018-A	Problem-solving: Tools and Methods. Part A	What is a problem? Presentation of the "ACE" problem resolution method How to identify a major problem by the difficulties encountered (Pareto, decision matrix). Drawing up a factual breakdown of the problem (WWWVHHW method) Correctly identifying and selecting the causes that you need to address (fishbone diagram, root cause analysis).	Anyone who wants to find a long- term resolution to a problem, individually or in a group.	No prerequisites To complete this program, you will need to work through part B.	By the end of this module, you will be able to produce a factual description of a problem and identify its root cause.	Through a case study, you will learn the step-by-step problem resolution method and how to use simple, practical tools. This case study will help you to identify the key principles of each tool, allowing you to transfer the method easily to your own context.	Managers have numerous problems to solve on a daily basis. To be effective, they need to clarify the problem, determine the probable causes and provide appropriate solutions. In this module you are going to follow a method that will help you, through a succession of key steps and associated tools, to structure your ideas and thoughts and be more effective in your problem solving approach.
MH018-B	Problem-solving: Tools and Methods. Part B	Choosing the best solution (effectiveness grid and decision matrix). Using indicators to monitor short and medium term progress.	Anyone who wants to find a long- term resolution to a problem, individually or in a group.	To complete this program, you will need to have worked through part A.	By the end of this module, you will be able to use appropriate tools to select the right solution to a problem, and monitor their effectiveness over time.	Addressing the problem resolution process using practical tools that you can transfer easily to your own context.	Managers have numerous problems to solve on a daily basis. To be effective, they need to clarify the problem, determine the probable causes and provide appropriate solutions. In this module you are going to follow a method that will help you, through a succession of key steps and associated tools, to structure your ideas and thoughts and be more effective in your problem solving approach.

Focus HTML5 module titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages
MANAGEMENT & LEADERSHIP						
Fundamental of Management						
MFH002	Managers: how to give positive and constructive feedback	Positive feedback. Constructive feedback.	All managers and project managers.	No prerequisites	By the end of this module, you'll be able to provide positive and constructive feedback, adapted to the situations of your team members.	Put yourself in the characters' shoes and help them solve practical problems.
Team management						
MFH029	GROW to empower your team members	Use GROW to help an employee solve a problem. Conduct a skills development interview with GROW.	All managers in a position to help their employees to solve problems and develop their skills.	No prerequisites.	At the end of this module, you will be able to identify the 4 steps of the GROW method, the pitfalls and the associated good practices in order to favor the development of your collaborators.	You will observe, in a video to build step by step, Nadia's best practices, while she helps Paul, one of her employees, facing a delicate situation. Through a second interview, you'll see how she conducts a skills development interview.
Supporting change						
MFH030	Managing transformations with Test and Learn approach	Dare to launch a short-term test, rather than trying to anticipate all the risks. Act first on a small, scale and evaluate the results to improve. Give yourself permissions and the right to make mistakes. Rely on allies to get started. Respect your "test approach", so that its legitimacy is not challenged. Challenge your habits and be creative to make your solution evolve.	Any manager or project manager dealing with change management.	No prerequisites.	How to set up a Test & Learn approach? What are the advantages? In this module, you will see in particular how to: Prepare a small-scale test , Set up the test , Gather feed-back from experience.	Through a story to be built step by step in video format, you will help a manager to set up an experiment in his department to strengthen cohesion and communication between teams, using the 'Test & Learn' approach.
MFH031	Building and sharing a strong vision	Announce the change. Adopt the right approach in the event that change is questioned. Nurturing meaning in everyday life.	All managers or project managers who have to support change in their organization.	No prerequisites.	At the end of this module, you will be able to bring about change by giving it meaning and encouraging adoption from the people involved.	You are following Edward, a manager who is looking to adopt new office organization practices. In doing so, you will discover the advice and pitfalls to avoid in order to bring about change, through a story that is built step by step in the form of a video.
PROFESSIONAL EFFICIENCY						
Personal efficiency						
MFH011	Time Management: Dealing with Urgent Requests	Dealing with an urgent request when your schedule is already full. Saying no diplomatically when you don't have the time to deal with an urgent request.	Assistants and anyone who wants to improve their time management by being assertive when fielding requests.	No prerequisites.	By the end of this module, you will have a set of best practices to help you manage your time better without souring your relationships with others.	Put yourself in the characters' shoes and help them solve practical problems.
MFH027	Facilitate effective meetings	Start the meeting. Work as a group. Conclude the meeting.	All people who lead or participate in meetings.	No prerequisites.	At the end of this module, you will be able to adopt best practices to start a meeting, make the participants produce and conclude the meeting.	By creating a story, step by step in video format, you will help Karen to start her meeting, make the participants produce and conclude the meeting.
Oral communications						
MFH028	Public Speaking: Managing the Q&A	Welcome questions from the audience. Address questions...throughout.	Everybody who is in a position to host meetings or to speak in public.	No prerequisites.	At the end of this module, you will be able to accommodate and welcome questions from the audience in an appropriate manner as part of a public speaking session or a meeting.	By creating a story in video format step by step, you'll help Karen manage questions during her meeting.

Focus HTML5 module titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages
PROJECT MANAGEMENT						
Project Management Basics						
MFH016	Project management: mobilizing team members	Engagement interview: involve each team member. Kickoff meeting: involve the team. Status meeting: keep motivation throughout the project.	All managers and project managers.	No prerequisites	At the end of this module, you will be able to adopt the adapted approach to mobilize the team members of a project.	Through a step-by-step video, you will help a manager mobilize and obtain the commitment of the members of his project.
MFH021	Lead meetings remotely	Adopt best practices when starting a remote meeting. Trigger attention and organize exchanges.	All managers and project managers.	No prerequisites	At the end of this module, you will be able to adopt best practices of virtual meeting facilitation to encourage the involvement and the attention of your employees or project team members.	Through a story to be built step by step in video format, you can help a manager who seeks to animate a remote meeting as stimulating and effective as possible!
MFH022	Remote Management : effective ways to communicate with team members	Managing team member's activity: Visiting a team member, Using the right tools to inform, Effective remote meetings. Boosting each team member: Avoiding team members' frustration, Choosing the right moment to interact, Adopting a circular view on reporting.	All managers and project managers.	No prerequisites	By the end of this module, you will know how to communicate effectively with your remote team members by: Implementing rituals that allow the team to track its progress, Stimulating interactions to ensure team's commitment.	Through a story to be built step by step in video format, you can help a manager who is communicating with the team member, trying to choose the right tools and techniques to boost team's interactions and motivation.
MFH023	Remote Management : handle poor performing employees	Creating an employee performance improvement plan. Choosing between asynchronous and synchronous interaction, Finding out the reasons for under-performance, Creating a performance improvement plan. Setting up a remote performance feedback loop. Deciding when to give feedback, Deciding how to give feedback, Guiding towards performance improvement.	All managers and project managers.	No prerequisites	Learning how to handle poor performing employees by: Creating an employee performance improvement plan, Setting up a remote performance feedback loop.	Through a story to be built step by step in video format, you can help a manager who is dealing with a poor performing employee.
MFH024	Facilitating a project steering committee meeting	Give the correct project status. Promote decision-making.	Any project leader leading steering committee meetings.	No prerequisites	At the end of this module, you will be able to implement the best practices for a steering committee meeting to encourage involvement and decision-making.	By making a step by step story in video format, you will help a manager approve the milestones, make strategic decisions, and help their steering committee succeed!
MFH025	Facilitating a brainstorming session	Starting the brainstorming process. Stimulating ideas	Any project member facilitating brainstorming sessions.	No prerequisites	At the end of this module, you will be able to implement the best practices of brainstorming to encourage the involvement of everyone and to stimulate ideas.	By creating a story in video format step by step, you will help a manager conduct the most stimulating and effective brainstorming session possible!
MFH026	Develop and implement an action plan	Develop the action plan with those who will implement it. Managing the most critical tasks closely.	Any project member.	No prerequisites	At the end of this module, you will be able to develop and implement an action plan that allows you to go from 'saying what you're going to do' to 'doing what you said you'd do'.	By making a story step by step in video format, you will help a manager adopt the best practices that will lead them to develop and implement their action plan.

Focus HTML5 module titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages
SALES AND CUSTOMER RELATIONSHIP						
Customer relationship						
MFH034	Giving bad news in a positive way	Describe and present the bad news. Propose solutions. Maintaining trust.	All of them.	No prerequisites	At the end of this module, you will be able to announce bad news in a positive way, while preserving the commitment of your interlocutor.	Through a story to be built step by step in video format, you will help Karen to tell her client bad news.
MFH035	Handling angry customers	Use the STAR method. Adapt your response to facts, opinions or emotions.	Anyone in contact with customers.	No prerequisites	Adopt good practices to manage angry customers.	You will discover how to manage an angry customer through a story to be built step by step in video format. You will follow Sarah who is leading a project with a client and you will see how she reacts to this client who is difficult.
MFH036	Managing customer incivility	Identify points of vigilance in the handling of incivilities. Manage incivilities in a progressive way, in 3 steps. Use the 'empty bucket' method.	Anyone who has to deal with customer incivilities (derogatory comments, insults, threats).	No prerequisites	Adopt good practices to manage a client who is uncivil towards you (derogatory comments, insults, threats). Recharge your batteries to remove the overload of negative emotions.	Through error videos and model videos, you will help Jessica, who works in a customer relationship centre, to manage a particularly difficult customer.

Intensive Training module titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages
APPLIED PERSONAL DEVELOPMENT						
Knowing yourself and others						
ME001	Managing objections – Level 1	Learn about the DRAC method -Dig deeper, Rephrase, Argue/Adjust, Control/Concretize. Imagine an example of dealing with an objection. Practice dealing with objections while preserving the relationship with the different characters that you will meet.	Anyone who wants to learn to manage the objections.	No prerequisites.	Deal with your interlocutor's objections with flexibility by adjusting your argument.	For each situation, use your expertise to determine whether your answer is suitable or not. The opportunity to restart training in order to improve your reflexes and overall performance even more!
ME011	Asking for feedback	Discover a simple method on how to ask for feedback. View a sample application. Practice asking for feedback to increase your awareness about your strengths and areas of improvement, through different dialogues with different people.	Anyone willing to get more effective feedback.	No prerequisites.	At the end of this module you will be more equipped to gather feedback around you in order to help you leverage your strengths and address your areas of improvement.	For each situation, decide whether your answer is suitable or not and find out the consequences of your choices. You can restart this module as many times as you need in order to make this practice of asking for feedback a real habit!
ME012	Managing objections – Level 2	Learn about the DRAC method - Dig deeper, Rephrase, Argue/Adjust, Control/Concretize. Imagine an example of dealing with an objection. Practice dealing with objections while preserving the relationship with the different characters that you will meet. In this module, you will need to adapt your solution to take into account the needs of your interlocutor.	For anyone having to manage objections.	No prerequisites.	Deal with your interlocutor's objections with flexibility by adapting your solutions.	For each situation, use your expertise to determine whether your answer is suitable or not. The opportunity to restart training in order to improve your reflexes and overall performance even more!
ME015	Managing objections – Level 3	Learn about the DRAC method - Dig deeper, Rephrase, Argue /Adjust, Control/Concretize. Imagine an example of dealing with an objection. Practice dealing with objections while preserving the relationship with the different characters that you will meet, even if there is little room for maneuver. '	For anyone having to manage objections.	No prerequisites.	Deal with your interlocutor's objections whilst maintaining the relationship, even when you have little room to maneuver.	For each situation, use your expertise to determine whether your answer is suitable or not. The opportunity to restart training in order to improve your reflexes and overall performance even more!
ME016	Welcome well-formulated or awkward criticism	Learn how to deal with well-formulated or awkward criticism. Visualize an example for each of the two situations. Practise receiving well-formulated or awkward criticism by interacting with different characters.	Anyone in a position to receive feedback or criticism that is sometimes awkward.	No prerequisites.	Practising: Receive well-formulated feedback by digging into the request. Accept a clumsy criticism by digging into the request while expressing your feelings about the form.	For each situation, a contribution of expertise that explains why your answer is appropriate or not. The possibility to repeat the training to further anchor your reflexes and improve yourself!
Self-esteem and assertiveness						
ME005	Develop your assertiveness - Level 1	Learn about the best practices of assertiveness. View an example. Train to adopt an assertive attitude while interacting with different characters.	Anyone who wants to learn to be assertive.	No prerequisites.	Practice assertiveness in everyday situations that generate tension or stress.	For each situation, use your expertise to determine whether your answer is suitable or not. The opportunity to restart training in order to improve your reflexes and overall performance even more!

Intensive Training module titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages
ME013	Develop your assertiveness - Level 2	Learn from the best practices of assertiveness to deal with passive, aggressive and manipulative behaviors. View an example. Train to deal with passive, aggressive and manipulative behaviors of different characters by adopting an assertive attitude.	Anyone wishing to demonstrate assertiveness in the face of passive, aggressive or manipulative behaviors.	Be comfortable with being assertive in the current situation.	To deal with passive, aggressive and manipulative behaviors, by adopting an assertive attitude.	For each situation, use your expertise to determine whether your answer is suitable or not. The opportunity to restart training in order to improve your reflexes and overall performance even more!
ME014	Develop your assertiveness - Level 3	Learn from the best practices of assertiveness to deal with passive, aggressive and manipulative behaviors. View an example. Train to deal with particularly difficult behaviors of different characters by adopting an assertive attitude.	Anyone wishing to demonstrate assertiveness in the face of passive, aggressive or manipulative behaviors.	Be comfortable with being assertive in the current situation.	Dealing with passive, aggressive and manipulating behaviors in difficult situations and getting out of it by adopting an assertive attitude.	For each situation, use your expertise to determine whether your answer is suitable or not. The opportunity to restart training in order to improve your reflexes and overall performance even more!

PROFESSIONAL efficiency

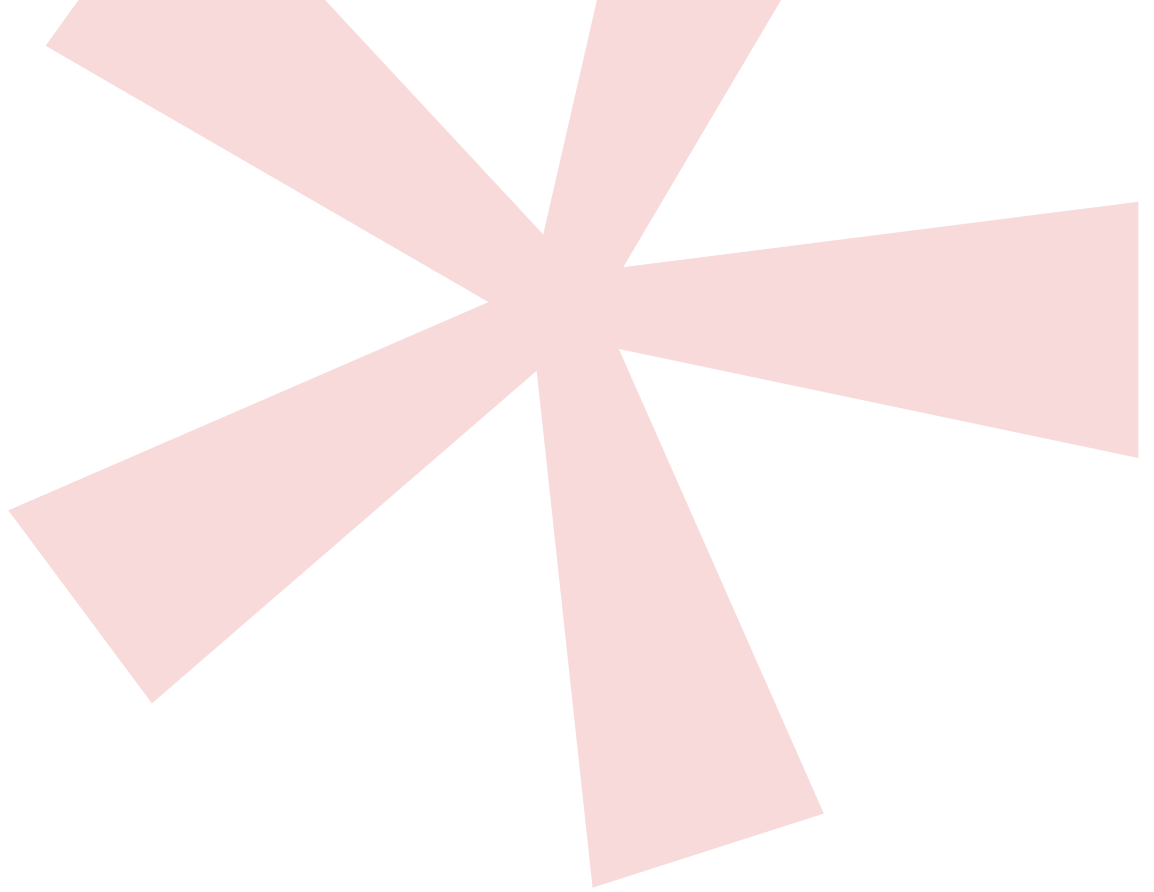
Personal Efficiency

ME002	Conducting the negotiation process – Level 1	Learn about the process. View an example. Train yourself to negotiate to reach a mutually satisfactory conclusion through 4 situations composed of 5 interactions.	All professionals who need to negotiate on a daily basis.	No prerequisites.	Negotiate daily in a win-win relationship.	An expert opinion that explains why your response is appropriate or not.
ME006	Conducting the negotiation process – Level 2	Learn about the process View an example. Train yourself to negotiate to reach a mutually satisfactory conclusion. In this level, you do not have all the cards in hand to satisfy the requests.	All professionals who need to negotiate on a daily basis.	No prerequisites.	Negotiate daily in a win-win relationship.	An expert opinion that explains why your response is appropriate or not.
ME007	Conducting the negotiation process – Level 3	Learn about the process. View an example. Train yourself to negotiate to reach a mutually satisfactory conclusion. In this level, the situation is more difficult: your middleman refuses to make any compromise...	All professionals who need to negotiate on a daily basis.	No prerequisites.	Negotiate daily in a win-win relationship.	An expert opinion that explains why your response is appropriate or not.
ME008	Obtaining the support of your interlocutors	Take note of the partners map and the 5 different profiles to deal with when you want to convince them on an idea or a project. View an example. Train yourself to interact with these 5 profiles through different 15 situations.	Anyone seeking to influence and get the membership on an idea or a project.	No prerequisites.	Adapt your tactics of influence according to the degree of membership and commitment of our interlocutors.	For each situation, use your expertise to determine whether your answer is suitable or not. The opportunity to restart training in order to improve your reflexes and overall performance even more!
ME010	Giving positive and constructive feedback	Learn about the method for giving positive and constructive feedback. View an example of positive and constructive feedback. Practice giving feedback while interacting with different characters.	Anyone in a situation to give feedback.	No prerequisites.	To train for: Giving positive feedback, to motivate the other person and improve their self-confidence. Giving constructive feedback that allows the other person to be aware of their assets/resources and make a request on one or two progress points.	For each situation, use your expertise to determine whether your answer is suitable or not. The opportunity to restart training in order to improve!

Intensive Training module titles and descriptors



Reference	Title	Program	For who ?	Prerequisites	Objectives	Advantages
ME017	Learn how to practice active listening	Learn how to practice active listening. See an example of an application. Practice using the main tools of active listening - questioning and reformulation, through interactions with different personalities. '	Any person in a situation of interaction with others.	No prerequisites.	Practice using questioning and reformulation to listen better, to understand your interlocutors and to facilitate communication.	For each situation, a contribution of expertise that explains how your answer is adapted or not. The possibility to repeat the training to further anchor your reflexes and improve yourself.
Time Management						
ME009	Curing work overload	Taking the model of the 'time imps' to embody all of the bad habits that come from an excess of work. View an example of response adapted to replace each of these habits with an effective habit. Practice the adoption of these new, effective habits by means of interactions with other people caught up with time imps.	A person a with chronic work overload.	No prerequisites.	At the end of this module, you will be able to: Identify the bad habits from excess of work. Adopt the good reaction to be replaced by new effective habits.	For each situation, use your expertise to determine whether your answer is suitable or not. The opportunity to restart training in order to improve your reflexes and overall performance even more!
SALES AND CUSTOMER RELATIONSHIP						
Commercial Management						
ME018	Ask the right questions to sell	Learn about the SAFIR method for questioning. Visualize an example of a potential question to better answer it. Practise questioning by interacting with different characters.	For all sales representatives facing a requesting or non requesting client.	No prerequisites.	Conduct the questioning phase in order to identify explicit or non-explicit client needs.	For each situation, a contribution of expertise that explains why your answer is appropriate or not. The possibility to repeat the training to further embed your knowledge and improve your skills.
ME019	Argue according to the customer profile	Learn about the SONCASE method to adapt your arguments according to client profiles. View an example of how to use the method. Practise developing adapted arguments by interacting with different characters.	All commercial.	No prerequisites.	Detect the customer profile and present customer benefits adapted to the identified profile.	For each situation, a contribution of expertise that explains why your answer is appropriate or not. The possibility to repeat the training to further anchor your reflexes and improve yourself!
Customer relationship						
ME020	Managing urgent client requests	Learn how to manage urgent requests. Visualize an example of a potential question to better answer it. Practise managing urgent requests from your clients by interacting with different characters.	All individuals in contact with clients.	No prerequisites.	Practise adopting the right approach and asking the right questions when faced with an urgent request in order to both make realistic commitments and maintain a good relationship with your client.	For each situation, a contribution of expertise that explains why your answer is appropriate or not. The possibility to repeat the training to further embed your knowledge and improve your skills!



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