

# Management Development Trail

TRAINING  
PROGRAMME FOR  
MANAGEMENT  
PROFESSIONALS

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# What is the Management Development Trail?

The Management Development (MD) Trail is a 24 week training programme for internationally-oriented professionals. It is built around modern management theories, perspectives, roles and tools and focuses on four topics:

- People management
- Improving business results
- Internal process management
- Innovation & change management

The MD Trail connects theory with reality and gives participants the opportunity to apply lessons learned

to their own organisation through practical assignments that help translate scientific insights into action.

It is designed for young and mid-career professionals who are ready to take on their next professional challenge.

Participants are required to have a Bachelors degree or equivalent a minimum of two years management experience and a good command of English.

By following the MD Trail, participants will:

- Become familiar with key management theories, instruments and practical skills;
- Be able to approach management from different perspectives;
- Understand the context and capacity of the organisation and the roles and skills of a manager;
- Be able to use more effective ways of 'getting things done', based on modern management concepts.

The MD Trail can also be organised as an in-company programme and customized according to specific needs and the environment of your organisation.

Furthermore, the MD trail is ideal for working participants:

- It requires minimal face-to-face time;
- It is a blended (online and offline) learning experience;
- It includes a digital environment with online resources and assignments.

# What can participants expect?

# Programme set-up

|                               |                                       |  |   |  |
|-------------------------------|---------------------------------------|--|---|--|
| <b>Goal setting interview</b> | <b>Module 1<br/>People Management</b> | <b>Module 2<br/>Improving business results</b> | <b>Module 3<br/>Internal process management</b> | <b>Module 4<br/>Innovation &amp; change management</b> |
| <b>Before start</b>           | <b>Weeks 1 - 6</b>                    | <b>Weeks 7 - 12</b>                            | <b>Weeks 13 - 18</b>                            | <b>Weeks 19 - 24</b>                                   |

The MD trail starts with a goal-setting interview and is followed by four modules of six weeks each. It is a blended learning experience, offering a combination of online and offline events.

It offers a digital environment that supports the programme throughout featuring module objectives, training schedule and relevant literature and an online platform that allows participants to keep in touch and work together with trainers and fellow students. Each module is structured in the following manner:

## **Week 1 – 3 (online)**

- Online introduction and assimilation of module topics through relevant literature, audio-visual materials, online lectures and simulations. During this introduction participants also complete their first preparatory assignments.

## **Week 4 (face-to-face)**

- Two face-to-face training days where participants meet trainers and fellow students in person.

The training is focused on the practical application of the gained knowledge and skills.

## **Week 5 – 6 (online)**

- Participants work on individual and group assignments with fellow students and are individually digitally supported by a coach. This phase focuses on allowing participants to apply what they have learned to their own organisations.

# People Management

## 1

### **Building Teams**

Learn how teams work, which qualities increase effectiveness in a team and which factors block effective teamwork.

### **Empowerment & Delegation**

Learn what empowerment is and how and when to empower. Learn its advantages, how to manage different generations and levels of competencies and task maturity. Learn how to empower employees and delegate effectively and understand differences between empowerment and abdication.

### **Managing Conflicts**

After understanding what a conflict is, you will learn its function, its consequences and how it escalates. You will also learn about styles of conflict handling, including your own

style, how to diagnose and analyse it and the role that emotions play in conflict management.

### **Communicating Effectively**

Express your wishes clearly while remaining respectful towards others. Eliminate (intercultural) barriers that prevent you from communicating effectively. Learn the effects of body language and how to use it in communicating and empathising with others.

### **Coaching Employees**

Learn the difference between coaching and advising. Learn about coaching skills such as appreciative inquiry, active listening and providing effective feedback. Discover the coaching route and know how to structure your coaching.

# Improving Business Results

## 2

### **Strategy Development**

Gain insights on thinking about strategy development and learn how to translate them into your own organisation. Gain skills that enable you to actively contribute to the strategy development of your organisation.

### **Target Setting and Strategy Implementation**

Learn how to translate your strategy into concrete organisational targets and how to inspire your team and colleagues to effectively execute the strategy.

### **Practical Planning**

Learn to use the 'creative structuring method' – a practical tool to make planning easier and guarantee the involvement and commitment of your team members.

### **Analysis & Action**

Learn how to get the right information for decision making, how to analyse it and how to use it in problem solving and decision making. Understand how to identify the root of problems and how to find solutions, decision making areas and team decision making skills.

### **Customer Care (&Service)**

Learn what customers want and what type of customers you serve. Understand what a customer friendly approach is and what the strengths and weaknesses of your approach are. Get introduced to customer service, customer service values and ethics, 'WOW' guidelines and do's and don'ts in customer service.

# Internal process management



3

## **Quality Management**

Gain insight in the history of quality management and its relevance for your organisation. Discuss aspects of quality and make explicit what quality products & services means to you. Learn about different models for quality management, with specific emphasis on the ISO principles.

## **Monitoring Performance**

Understand productivity and how to foster a productive work environment. Learn how to set goals and monitor key performance indicators, conduct effective measurements and hand disciplinary issues.

## **Operational Excellence**

Understand the importance and benefits of operational excellence, the importance of 'first time right' execution

of processes and teamwork and problem solving for continuous process improvement. Learn how to use the '5s system' to organise the working environment and maximize waste reduction.

## **Knowledge Management**

Learn what knowledge management is and what it means for your organisation, looking into three key elements: people, processes and platforms. Discuss tools for collecting, filtering, storing and sharing knowledge.

## **Project Management**

Tackle questions like why and how to define a project? What are the main phases of a project? What should be in your project plan? And what aspects do you need to manage during project implementation.



# Innovation & change management

## 4

### **Individual Leadership**

Understand what individual leadership and proactive attitude mean and how attitude affects performance. Learn about the benefits of a proactive attitude and how to stimulate it. Recognize how to embed a culture of individual leadership and proactive behaviour.

### **Innovative Thinking**

Learn how to approach tasks, problems and situations with openness to alternatives. Learn strategies for creative thinking and meeting challenges. Understand how to get from ideas to innovation and how to structure the innovation process.

### **Idea selling**

Learn how to systematically prepare for presentations, how to get the message

across clearly and use your voice and body language effectively. These skills will help you get the support from management, colleagues and business partners to express your ideas

### **Influencing & Negotiating**

Get more insight into the principles and stages of negotiation situations. Learn to negotiate effectively, use influencing tactics and achieve your goal without ignoring the interest of the other or distorting the relationship.

### **Managing Change**

Organise change processes more effectively and consolidate changes in your organisation. Understand the different phases of organisational change and the effect of your own thinking and behaviour in the change process.

# When followed by management teams, the MD trail will impact your organisation as a whole.

You can expect:

- ✓ Improved productivity and operational excellence
- ✓ Higher staff retention
- ✓ Proven theories applied to practice
- ✓ Alignment of management and business strategy
- ✓ Higher customer satisfaction

For more information  
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