

Management Training in Aviation

English-
language
Inhouse
Seminars



Member of the Lufthansa Technik Group



Lufthansa
Technical Training
Quality based on experience

We make your management team fit to compete.

In aviation and especially in the maintenance sector not only is the highest quality expected but an optimum price-performance ratio is imperative, too. This represents a major challenge: Only those companies that develop creative products and at the same time set new standards of cost discipline will be successful.

A qualified and fully committed management team is therefore an increasingly essential factor for companies seeking success in future markets.

Lufthansa Technical Training has been active for more than forty years in the area of professional target-oriented training and personality development for executives and highly qualified personnel. As a result we are able to offer your company a wide selection of workshops, seminars and conferences which are tailor-made for our root market of maintenance operations, as well as for a vast range of other markets which have to face the challenge mentioned above.

We will provide your company's management team with a sound knowledge and the necessary practical skills in product management, process optimisation, quality assurance, team working, management techniques, human resources development and the knowledge of applicable rules and regulations.

Our instructors take pride in having many years of experience – many of them in responsible management positions in the industry. This guarantees that the contents of our trainings are imparted on a basis which is very close to practical company requirements.

Lufthansa Technical Training is able to conduct all courses as a customised training according to your specifications – all individually adapted to suit your company's requirements. We are able to hold these courses in English- or in German-language at our training facilities or at your own premises.

Sincerely yours,



A handwritten signature in cursive script, appearing to read 'R. Brorsen'.

Dr. Rainer Brorsen
Director Management Training & Consulting
Lufthansa Technical Training



A handwritten signature in cursive script, appearing to read 'K. Schmidt-Klyk'.

Klaus Schmidt-Klyk
Director Marketing, Sales & Customer Service
Lufthansa Technical Training

Lufthansa Technical Training (LTT) is a wholly owned subsidiary of Lufthansa Technik and is a global leading training provider for staff involved in aircraft maintenance, repair and overhaul (MRO)



operations, in manufacturer (OEM) operations, as well as in the airlines themselves. Our training is based on the knowledge we have gained in over fifty years of flight operations and gained in more than forty years of training experience from thousands of courses and seminars conducted for personnel in this dynamic market.

We pass on this experience in every training session held – from technical training to the interdisciplinary qualification of experts and managers.

Thus our claim: **Quality based on Experience**

Key figures of Lufthansa Technical Training:

- 100% subsidiary of Lufthansa Technik AG
- 440 experienced and maximum qualified coaches, advisors and administrative staff
- Maintenance Management Training and interdisciplinary training
- Technical and commercial vocational training according to IHK (German chamber of commerce and industry) standards
- Consulting services on the main topics human resources and training specifications according to EASA Part-66/-147
- More than 250 corporate clients worldwide
- Conducting 18,000 training days per year in further education
- Conducting 150,000 participant days per year in vocational training

Lufthansa Technical Training offers a wide range of products and services. Below you will find a summary of the different services and main topics provided by LTT

- **Management Programmes for the Higher Management Levels**
 - LTT offers first-class management programmes tailor-made for aviation and the MRO industry. LTT's portfolio covers all essential topics, including business simulations (e.g. ACOSim)
- **Consulting Services**
 - LTT's consulting services support organisations throughout the entire process of their business
- **Temporary Management**
 - LTT will provide experienced temporary personnel to fulfill customer's requirements
- **Individual Coaching Projects**
 - LTT provides individual coaching for higher management
- **Aviation Expert & Executive Training**
 - LTT offers tailor-made inhouse training courses targeted at the aviation and MRO industry's needs
- **General Expert & Executive Training**
 - In addition to the Aviation Expert & Executive Training LTT offers also tailor-made inhouse training courses with a broader spectrum and less specialised to aviation industry
- **Academy-Type Seminars**
 - LTT offers open courses mainly in German-language

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|-------------------------------|---|
| | Aviation Management |
| X1E10 | Basic Business Administration in Aviation |
| | A good basic knowledge of economics is part and parcel of the requirements of qualified staff and management in today's business world. If one can interpret the basic rules of business management, it is not only easier to comprehend the economic situation of the company but it is also advantageous when evaluating one's own decisions and behaviour. |
| Target Group | Management level Junior executive level Expert level For participants with appropriate experience working for airlines (for example, planning and service) |
| Objectives | The participants will know and understand the basic terminology of business management. They will be able to create a link between theory and practice and will see the economic relation concerning their places of work, simultaneously grasping links between individual problems thanks to their broader perspective |
| Contents | <ul style="list-style-type: none"> • A broad view of the development of the airline industry • Special economical features of the airline business • Organization <ul style="list-style-type: none"> - The basics of company organization structure - Legal forms of business organization (mainly according to German law) • The fundamentals of accountancy <ul style="list-style-type: none"> - Annual financial statements and balance sheet analysis - The Lufthansa Group business report - Selected topics of cost accounting and controlling - Pre-Investment analysis • Marketing in the airline business |
| Please Note | The participants are requested to bring along a pocket calculator to the seminar. |
| Duration | 3 days |
| Number of Participants | 8 – 14 |

| | |
|-------------------------------|--|
| | Aviation Management |
| X1E11 | Latest Developments in International Aviation |
| | <p>The rapidly developing aviation industry has now become one of the most innovative sectors, in operational as well as in economic and technical fields. This means that executives in MRO companies are facing even greater challenges with respect to their management qualities (organization, economic efficiency, human resource management, quality management, etc.), which can only be guaranteed on the basis of absolutely up-to-date know-how in every field of knowledge in aviation.</p> |
| Target Group | <p>Management level* Junior executive level* Expert level*</p> <p>*specifically in maintenance, repair and overhaul organisations and units</p> |
| Objectives | <p>The participants will be familiarized with state-of-the-art developments as well as with innovations in the fields of knowledge relevant to executives of MRO companies.</p> |
| Contents | <p>(depending on specific customer requirements, a selection of the following topics applies):</p> <ul style="list-style-type: none"> • New developments in operations • Controlling systems for maintenance companies • Quality management developments: Total quality management / ISO certification / continuous improvement process • Auditing strategies • Human resources management • Management reengineering • Organizational development strategies / change management • Latest developments in maintenance-related EDP Systems • Strategic use of the internet • Safety and security management in aviation / maintenance / aspects of human factors • Ecological requirements • Innovation management |
| Please Note | <p>Due to the number of speakers this seminar can only be conducted in Germany</p> |
| Duration | <p>1 – 3 days</p> |
| Number of Participants | <p>6 – 30</p> |
| Entry Qualifications | <p>None</p> |

| | |
|-------------------------------|---|
| | Aviation Management |
| X1E12 | Business Game ACOSIM (Aircraft Overhaul Simulation) |
| | <p>In nearly all fields of industry employees daily experience the consequences of a changed market surrounding and limited capital resources: Due to the pressure executed by the shareholders and the market conditions, budgets are cut, investments are seldom allowed and the cost pressure is rising – of course also because of the increasing globalization.</p> <p>Economical terms such as EBIT, Cash or Economic Value Added (CVA, EVA) and value-based management become more and more common, while they frequently remain hard to comprehend for non-management-experts.</p> <p>In this training that was developed in cooperation with Lufthansa Technik economical concepts are conveyed playfully and step by step and applied immediately. The simulation field for the learning process is the situation of aircraft overhaul enterprises. In this environment entrepreneurial decisions are made and the economical consequences of ones own actions are understood. In particular the relationship between liquidity, balance sheet, income statement and major ratios and the daily “technical” work will become transparent in this business game.</p> |
| Target Group | <p>Management level*</p> <p>Junior executive level*</p> <p>Expert level*</p> <p>* specifically in maintenance, repair and overhaul organisations and units</p> |
| Objectives | <p>The participants become acquainted with the economical situation of an aircraft overhaul enterprise. In several simulated financial years they develop a basic understanding of strategic business planning, liquidity planning and the movements in the balance sheet as well as in the profit and loss account. Furthermore they become acquainted with various ratios of value based management and possibilities to influence these.</p> |
| Contents | <ul style="list-style-type: none"> • Structure of the balance sheet and the profit and loss account • Cost types and -relations in aircraft overhaul • Presentation and interpretation of the company result and several ratios (e.g. ROI, profitability, equity ratio) • Ratios of value based management: the economic value added, cost of capital and EBIT • Consequences of managerial decisions: the effects on company result and EVA / CVA • Contribution margin accounting • Liquidity planning and debt • Transfer of seminar topics into daily work situations |
| Please Note | <p>The participants are requested to bring along a pocket calculator to the seminar.</p> |
| Duration | <p>3 days</p> |
| Number of Participants | <p>9 – 18</p> |

X8E10**Aircraft Customisation vs Standardisation**

AirBusiness Academy and Lufthansa Technical Training have combined their industry knowledge to develop a joint course on the different aspects of aircraft design and aircraft product requirements from airlines. A team of highly respected industry speakers will present how airlines have an impact on aircraft design and development. You will learn about the implications of pre-delivery customisation versus standardisation, along with the changing requirements for in-service aircraft standardisation.

Target Group

Airline and Aircraft Operator Employees

Objectives

The course provides an overview of the different aspects of aircraft design. The participants will learn about the diversity of customers' interests and its influences in aircraft design and development. They will be acquainted with the implications of predelivery customisation versus standardisation.

Contents

- General Customer Orientation and Service Expectations
- Legal Design Requirements
- EASA Regulations
- The Industrial Customisation Process
- Definition, Realisation, Supplier Integration, Delivery; Repercussion of late Changes, Future Customisation Needs
- What drives Customisation – Legacy Carrier
- Typical Requirements
- What Drives Customisation – Low Cost Carrier
- Typical Requirements
- Customisation and Total Asset Support for Leasing Companies
- Special Requirements of Leasing for Manufacturers and Operators
- Customisation – an MRO's Point of View
- Pre- & Post-Delivery Customisation
- Optimisation of Maintenance
- Maintenance Documentation
- MSG 3
- Engine Customisation to the Aircraft Type
- Usability: Pax-Aircraft versus Freighter
- Maintenance ability of Engine
- Developing an aircraft with the Customer in Mind – Example A380
- Initial Airline Working Group
- Definition of a Customisation Package
- Configuration control
- Managing the Aircraft Configuration
- Trends to shorten Lead-Times
- Responsibilities/Obligations of Customer Services
- Long-Term Considerations to Ensure Product Support
- Contractual Considerations

Duration

Duration 3 Day(s)

Number of Participants

Number of Participants 10 – 18

| | |
|-------------------------------|--|
| | Aviation Management |
| X1E01 | Business Administration 1 – Basic Concepts |
| | In today's business world a good basic knowledge of economics becomes increasingly important for qualified staff and management. Also Non-economists have to make economic decisions in their daily business-life. By knowing the basics of business administration and its methods, it is not only easier to comprehend the economical situation of the company; in addition well-founded economic decisions can be made and represented. This seminar conveys the basic knowledge for this purpose. |
| Target Group | Management level* Junior executive level* Expert level* * specifically in maintenance, repair and overhaul organisations and units |
| Objectives | The participants will know and understand the basic terminology of business administration. They will gain a basic knowledge of well-established business management ways of thinking, methods and solutions. They will be able to create a link between theory and practice and will see the economic relation concerning their places of work, simultaneously grasping links between individual problems thanks to a broader view. |
| Contents | <ul style="list-style-type: none"> • The economic environment of a company and basic objectives of enterprises • Organisation <ul style="list-style-type: none"> - The basics of company organization structure - Legal forms of business organization (mainly according to German law) • The fundamentals of accountancy <ul style="list-style-type: none"> - Annual financial statements and balance sheet analysis - Selected topics of cost accounting and controlling - Investment analysis • An introduction to Marketing-conceptions |
| Please Note | The participants are requested to bring along a pocket calculator to the seminar. |
| Duration | 3 – 5 days |
| Number of Participants | 8 – 14 |
| Entry Qualifications | none |

| | |
|-------------------------------|---|
| | Economics and Organisation |
| X1E02 | Business Administration 2 – Controlling and Cost Accounting |
| | <p>Executives of technical departments frequently need knowledge in business administration to evaluate and describe the financial aspects of their projects. Furthermore they need economics-related specialist terms and methods to be able to competently undermine their ideas with quantitative arguments. With growing responsibility they also have to understand and interpret the reporting sheets of their department and their company. For this purpose the second part of our Basic Administration seminar provides extended knowledge about the instruments and procedures of cost accounting and controlling.</p> |
| Target Group | <p>Management level* Junior executive level* Expert level*</p> <p>* specifically in maintenance, repair and overhaul organisations and units</p> |
| Objectives | <p>The participants will receive a practice-related knowledge about the fundamentals and methods of cost-accounting and controlling. They will become acquainted with several methods of strategic and operational controlling and will be able to use different methods of cost-management. They will be able to carry out contribution margin accounting and job order costing and will understand the principles of other systems of costing. Furthermore, they will understand the connection between the systems of controlling, reporting and cost-accounting. The participants will acquire their knowledge via a considerable number of practical examples and exercises.</p> |
| Contents | <ul style="list-style-type: none"> • Controlling <ul style="list-style-type: none"> - Instruments of strategic controlling - Operational controlling: Planning and reporting • Cost accounting <ul style="list-style-type: none"> - Systems of accountancy - Contribution margin accounting - The expense distribution sheet - Job order accounting - Process-costing - Target-costing • Value Based Management and Pre-Investment Analysis |
| Please Note | <p>The participants are requested to bring along a pocket calculator to the seminar.</p> |
| Duration | <p>2 – 4 days</p> |
| Number of Participants | <p>8 – 14</p> |
| Entry Qualifications | <p>Participants need to have taken part in the seminar “Business Administration 1: Basic Concepts”</p> |

X2E01**Professional Interviews for Personnel Selection**

Efficient personnel selection has once more become an up-to-date issue. Companies are expanding and as a result new jobs have to be filled at all organisational levels. Furthermore, statistical surveys concerning the impact of demographic change on the job market also indicate a considerable additional demand for highly qualified personnel in the near future. The seminar provides a broad overview over the up to date interview methods for personnel selection purposes.

Target Group

Management level, Junior executive level, Expert level, who are dealing with staff selection. Management and clerks from the personnel department.

Objectives

The participants will be familiarized with the most important aspects of personnel selection. They will be trained to make use of the latest interview techniques.

Contents

- Requirements analysis and test of the aptitude of the applicants
- Preparation of the interview
- Professional interview techniques
- Assessment problems
- Structuring and conducting an interview
- Analysis of the information received
- Knowledge, skills, personality: Who is suitable for which position?
- Guidelines for the everyday tasks in personnel selection

Duration

3 days

Number of Participants

8 – 14

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|-------------------------------|--|
| | Customer Orientation |
| X2E11 | Professional Communication with Customers 1 – Customer Oriented Communication |
| | <p>Professional communication to the customer is one of the main conditions for being able to compete nowadays in the international market. Nevertheless maintenance activities and technical quality are not sufficient enough for the effectiveness of a company. It becomes more and more important to present yourself to the customer by communicating in a market-driven, exemplary and of course friendly way.</p> <p>This module can be attended as a single module in its own right or in the context of the complete seminar “Professional Communication with Customers“.</p> |
| Target Group | <p>Management level* Junior executive level* Expert level*: employees with external customer contact.</p> <p>*specifically in maintenance, repair and overhaul organisations and units</p> |
| Objectives | <p>The participants will be able to conduct a way of successful communication with the customer. Furthermore, they will develop their ability to deal with the customer in difficult situations and to succeed in solving the difficulties. Their conversation remains friendly, but the way of talking still leads to the intended result.</p> |
| Contents | <ul style="list-style-type: none"> • Techniques of professional customer oriented behaviour (keeping the customer satisfied) • Customer oriented behaviour: definitions and experience • The most important stages in an effective relationship between customer and supplier • Difficult negotiations: How to negotiate in a proper and successful way • Successful techniques in different stages of communication with the customer <ul style="list-style-type: none"> - Preparation - Opening the conversation: developing a relationship, making the subject interesting - Analysis of needs: active listening, techniques of guiding the communication, techniques of asking questions - Line of reasoning: advantages for the customer, sensing what the customer is really interested in - Meeting objections, difficult stages of negotiations - Successful negotiations: Assuring a positive long term relationship between the customer and the supplier • Exercises: analysis and individual assistance concerning the company's everyday problems in communicating with their special customer |
| Duration | 2 – 4 days (duration of the whole course: 5 – 10 days, every module may be booked individually) |
| Number of Participants | 8 – 14 |
| Entry Qualifications | none |

X2E12**Professional Communication with Customers 2 –
Complaints as Opportunity**

Aiming at a real service-minded contact to the customer, reclamations and complaints offer the company an opportunity to put themselves one step ahead of the competition. To err is human. Things can and do go wrong in the normal course of the business day but quick unbureaucratic help signals to the customer: That really is not our usual way of doing things. Especially in service industry enterprises it is particularly important to deal with reclamations and complaints in a swift and confident way. In addition to that there exists an essential need for emphasising common ground directly with the customer and for communicating this in a straightforward manner within the company. This leads to increased customer satisfaction and the quality of the product is assured.

This module can be attended as a single module in its own right or in the context of the complete seminar Professional Communication with Customers.

Target Group

All staff, including those at management level, who come into contact with customers

Objectives

Participants recognise the potential of reclamations and complaints and their usefulness for internal quality management. By leading a conversation in a skilled and confident manner, they are able to convince even the most provocative customers of the company's competence. Therefore it is guaranteed that the customer will stay a long-term and satisfied customer.

Contents

- Evaluation – Significance for the company
- Winning and keeping customers
 - The customer management process: Sales psychology and sales techniques
 - Developing a strategy of convincing people and having relevant arguments
 - Product presentation: the company's own products and services
 - The various customer and the different motivation types
 - Perception of the opposite number
- Rules of discussion
 - Questions as a discussion tool
 - Active listening
 - Assuring understanding, emphasising common ground
 - Recognising body language and using it effectively
 - Dealing with provocative rhetoric
- Stages of conflict management
- Creating win-win situations
- Solution-oriented thinking
- Using reclamations and complaints to positive effect in the value-added chain

Duration

2 days

**Number of
Participants**

8 – 14

| | |
|-------------------------------|---|
| | Customer Orientation |
| X2E13 | Professional Communication with Customers 3 – Intercultural Management |
| | <p>In the age of globalization and a constantly faster and more complicated exchange of communication more and more people of very different cultures are working together. Strange behaviour often arouses anxiety and uncertainty. This seminar is trying to provide an insight into and knowledge about one's own and foreign cultures.</p> <p>This module can be attended as a single module in its own right or in the context of the complete seminar "Professional Communication with Customers".</p> |
| Target Group | <p>Management level* Junior executive level* Expert level*: employees with external customer contact</p> <p>*specifically in maintenance, repair and overhaul organisations and units</p> |
| Objectives | <p>The participants will be sensitized to foreign cultures and societies with regard to a constructive business co-operation. This will be achieved by careful analysis of the participants' cultural backgrounds. Furthermore they will get to know topical theories about how to understand cultural differences systematically. By becoming aware of differences the participants will learn how to use synergistic effects when dealing with customers. Apart from that their tolerance of ambiguity will be broadened.</p> |
| Contents | <ul style="list-style-type: none"> • Cultural differences: dimensions and scientific theories • Our culture – foreign cultures: the invisible border • Strategies and techniques of successful business relationships with customers from different cultures • Helpful strategies to avoid typical mistakes • Assertiveness and professional self assurance: a delicate field – especially in dealings with international customers • Business events: hosts and guests • Aspects of style, convention and etiquette in different cultures • "Do's and Don'ts" from all around the world • International customer orientation • Practical tips and tricks for daily business life |
| Duration | 2 – 4 days (duration of the whole course: 5 – 10 days, every module may be booked individually) |
| Number of Participants | 8 – 14 |
| Entry Qualifications | none |

| Leadership Behaviour and Techniques | |
|-------------------------------------|---|
| X3E31 | Communication Tools for Managers |
| | <p>We have conversations with customers, colleagues, members of staff and superiors in our companies every day. Amongst these conversations those are successful, in which a clear result is achieved, that is accepted by those being involved. This requires a person on the management side who is capable of leading such a conversation effectively and whose communicative abilities are convincing. Thus communicative problems or defects can be discovered at an early stage or be prevented respectively when approaching. What matters in such conversations and what supports methods achieving effective results will be dealt with in this seminar.</p> |
| Target Group | <p>Management level* Junior executive level*</p> <p>*specifically in maintenance, repair and overhaul organisations and units</p> |
| Objectives | <p>The participants recognize the theoretical basics of successful communication. They learn how to form their communication, as far as their job is concerned, understandably and convincingly and thus have effective talks..</p> |
| Contents | <ul style="list-style-type: none"> • A practical communication model • Communication techniques • Non-verbal communication and body language • Types of dialogues and speeches • Rhetoric communication • Planning and designing lectures and speeches • Recognising disturbances in communication processes and reacting in a competent way • Planning and conducting effective dialogues • Developing alternatives to personal communication styles |
| Duration | 2 – 3 days |
| Number of Participants | 8 – 14 |
| Entry Qualifications | none |

X3E32**Techniques for Conducting Motivating Staff Reviews**

Conversations can have different aims: They can contribute to information, give advice on questions and problems, enable decision-making processes, include the delegation of a problem, agreement on medium-term targets and the like. As chairman you have the chance to influence the effectiveness and quality of such talks decisively. Apart from techniques concerning the increase of efficiency of these talks, the insight is required that if a person with whom you converse is given the feeling that he is respected and taken seriously, he will sooner feel inclined to co-operate. In that case a conversation – even on potentially difficult subjects – offers the chance of coming to terms and get to a positive result, which is accepted by all.

Target Group

Management level*

*specifically in maintenance, repair and overhaul organisations and units

Objectives

The participants know the elements of a motivating hosting and know how to apply them. They themselves know how to start an effective discussion. They are familiar with the situations that require a conversation in our companies. They know how to put the targeted results of conversations into words and are familiar with professional methods and techniques, by means of which they can arrange effective talks with adequate results whenever required.

Contents

- Communication as a management instrument
- Being a good listener
- Asking the right questions
- Showing appreciation
- Addressing problems properly
- Essential elements of communication
- Defining the problem
- Working together to find solutions
- Determining further steps
- Various occasions and causes for reviews
- The goal agreement
- The corrective talk
- The pep-talk

Duration

2 – 4 days

Number of Participants

8 – 14

Entry Qualifications

Participants need to have taken part in the seminar “Communication tools for managers”

X3E40**The Successful Management of Change**

Society and business are currently undergoing a period of change – more than at any other time in the past. Whether triggered by mergers or initiated from within, such changes usually are connected with names like Process Improvement, TQM, Learning Organisation and Change Management. The names come and go but one factor remains constant: the change itself. But what are the implications of such changes – for the organisation and for the individuals involved? Executives should consider some basic principles while initiating changes in their organisation. It is also essential to implement these principles with the necessary motivation and enthusiasm. During the transition process of change, it is vital to take not only a systematic overview but also the attitudes of each individual into consideration.

Target Group

Executives, junior executives, personnel staff, trainers

Objectives

Participants know typical reactions to changes and their causes. They learn what basic principles should be taken into consideration to encourage an open attitude to change. They learn helpful leadership tactics and how those can help to accompany the changing process. They are able to recognize their own part in the process and to adjust the principles to themselves.

Contents

- Changes in my (work)place: Own experiences and examples
- Triggers for change
- Individual attitudes and their effect on the readiness to change
- The stages of the transition process
- Change as a leadership task: The role of the executive in the transition process
- Change management: Steps to the successful initiation and implementation of change, using own examples.

Duration

2 days

Number of Participants

8 - 14

| | |
|-------------------------------|---|
| | Personal Working Techniques |
| X5E08 | Rhetoric in the Workplace |
| | <p>Precise communication that precludes misunderstandings is required in everyday business life – particularly in the field of technical aviation. This communication should be both concise and clear without being impersonal. It can play an important part in both productive and administrative units whenever factual messages are to be conveyed or complex situations are to be explained. Professional rhetoric is also vital in respect to the external and company in-house appearance of management and staff.</p> |
| Target Group | <p>Management level* Junior executive level* Expert level*</p> <p>*specifically in maintenance, repair and overhaul organisations and units</p> |
| Objectives | <p>The participants concentrate on the rhetoric aspects of the spoken word. They are made familiar with their own body language (kinesics) and the implementation thereof. They are able to deliver statements and short speeches.</p> |
| Contents | <ul style="list-style-type: none"> • Basics of successful communication and body language • Positive appearance, a confident manner and corresponding body language, techniques of speech • Personal communication and rhetoric: short analysis of personal rhetorical advantages and disadvantages • Dealing with different communication situations: especially the manuscript and preparation for a speech • Statements and short speeches (exercises, speeches with individual video analysis) • Individual analysis and assistance for the transfer of seminar topics into daily work situations |
| Duration | 2 days |
| Number of Participants | 8 – 14 |
| Entry Qualifications | None |

| | |
|------------------------|--|
| | Personal Working Techniques |
| X5E31 | Effective Presentation Techniques 1 |
| | <p>It's a widespread problem: even an interesting subject becomes boring if it is not properly presented. To describe complex facts clearly or to present the current state of a project, the presenter has to be able to argue convincingly, to use target-orientated visualisation, and to present everything with grace and self-assurance. All this is expected of a person representing a company.</p> |
| Target Group | <p>Management level* Junior executive level* Expert level*</p> <p>*specifically in maintenance, repair and overhaul organisations and units</p> |
| Objectives | <p>The participants become aware of their personal strong points and make full use of them while learning proven techniques of concentrating on core facts in complex matters so that they are easily understood. They train these techniques and can make immediate use of them even in the most challenging work situations.</p> |
| Contents | <ul style="list-style-type: none"> • Bringing personal strong points to light • Basics of visualization • Techniques of presentation <ul style="list-style-type: none"> - defining the objective and the best method - preparing and planning presentations - competent choice and use of presentation media • Convincing argumentation • De-briefing and feedback • Transfer of seminar topics into daily work situations |
| Duration | 2 – 3 days |
| Number of Participants | 8 – 14 |
| Entry Qualifications | None |

| | |
|-------------------------------|--|
| | Personal Working Techniques |
| X5E32 | Effective Presentation Techniques 2 – Continuation Seminar |
| | <p>Whenever a decision is called for, a presentation has to be given, and a convincing one at that. Factors that contribute to the success of a presentation range from the personal charisma of the presenter and his or her powers of persuasion to a sense of drama and the ability to present an argument succinctly. The participants use their own practice-related product, sales and information presentations to work on their technique and style, enabling them to improve their success rate not only when representing their company but also in their own personal lives.</p> |
| Target Group | <p>Management level* Junior executive level* Expert level*</p> <p>*specifically in maintenance, repair and overhaul organisations and units</p> |
| Prerequisites | Participation in a basic presentation technique seminar within the last three years. |
| Objectives | The participants develop their current presentation skills. With the target group in mind, they prepare presentations and carry them through convincingly. They recognize the value of arguing to the customer's advantage and practice this technique. The participants increase their powers of persuasion and, using a wide range of techniques, learn how to keep their audience eager to know more. |
| Contents | <ul style="list-style-type: none"> • Preparation, practice and (video) evaluation of actual participant presentations. • Structure and staging of an effective presentation, • Verbal and visual communication; gaining and retaining audience interest; how to convince • Internal company information and convincing customer presentation; arguing from the customer's perspective; constructing an argument; building up suspense • Improving the relationship with the audience • Dignity in confrontational situations: dealing with hecklers, interruptions and questions from the floor; deflecting possible resistance • Transfer of seminar topics into daily work situations |
| Duration | 2 days |
| Number of Participants | 8 – 14 |

| Personal Working Techniques | |
|-------------------------------|--|
| X5E13 | Time and Self Management |
| | <p>The scope of professional and personal intentions and the time available for them are often seen as conflicting. In everyday life, there is a risk of wasting energy and concentration on matters which are of little importance for the achievement of objectives. A properly adapted time and self-management awareness focuses concentration on primary objectives for management and staff experts.</p> |
| Target Group | <p>Management level* Junior executive level* Expert level*</p> <p>*specifically in maintenance, repair and overhaul organisations and units</p> |
| Objectives | <p>Using time and self-management will enable the participants to structure their tasks with regard to the time factor and to concentrate on matters of priority. They will be able to set challenging targets for personal and professional development and learn how to cope with disturbances.</p> |
| Contents | <ul style="list-style-type: none"> • Basics of time planning in work processes • Methods of determining and keeping priorities • Determining, evaluating and getting rid of „time-wasters“ and disturbances • Daily performance and disturbance pattern • Dealing with difficult people without causing insult • Making agreements and communicating adequately to ensure one’s own time and self management pattern • The ‘art’ of delegating • Professional use of a time planner • Transfer of seminar topics into daily work situations |
| Duration | 2 – 3 days |
| Number of Participants | 8 – 14 |
| Entry Qualifications | none |

X3E50

**Knowledge Management –
A Better and Faster Way to Achieve Company Objectives**

In times of global competition, it is very important to be aware of the resource “knowledge” – and use it! Therefore expanding companies profit from this special human resource which is of course connected with their employees and their ability to turn this knowledge into practical use. Retaining qualified staff and documenting their knowledge for the benefit of the company results in an enhanced performance on the market. Only when the knowledge of the individual is available, the company can improve for example its product quality, its customer orientation and by this, the success is more or less guaranteed. That is the reason why knowledge management is a challenge for all fields: the technological part, the organisation in itself and of course the staff itself.

Target Group

Managers, junior managers, project leaders, team leaders, planners, specialists, consultants.
Others by arrangement.

Objectives

Participants learn how they can empower the knowledge fund by the careful and systematic use of resources and thus help to achieve the success of their company. They learn how the principle “Knowledge is Power” can be applied in a knowledge culture in which knowledge is shared, knowledge is available to all and knowledge is passed down through the hierarchy.

Contents

- The knowledge management process and its tools
- Practical application within the company
 - Settling questions of responsibility
 - Building up knowledge – possible strategies
 - Priorities attract resources
 - Knowledge objectives
- Knowledge management as a leadership concept
- Knowledge and quality assurance
- Brief outline of process control with the Balanced Scorecard

Duration

2 days

**Number of
Participants**

8 – 14

| | |
|-------------------------------|---|
| | Personal Working Techniques |
| X5E03 | Innovation and Creativity Techniques |
| | <p>Increasing pressure of market competition necessitates constant updating both of the product on offer and the running of the company. The focused use of problem-solving techniques makes best use of staff's creative potential. Processes of perfecting an existing product or developing a new one, and ways of organizing procedures or structures more effectively are optimised. The climate for innovation in the company is radically improved.</p> |
| Target Group | Group leaders, project leaders, subject area leaders, team leaders, shift leaders, foremen, planning engineers, specialists, consultants; others by arrangement |
| Objectives | Participants are able to recognize and overcome factors holding back creativity both in themselves and their team. Working alone or with the team, they use recognized techniques to encourage the systematic development of new ideas and they acquire techniques for the carefully targeted evaluation of these ideas. |
| Contents | <ul style="list-style-type: none"> • Problem-solving using systematic structuring (Morphological boxes, Attribute Listing, Osborn Checklist) • Intuition-stimulating techniques for the development of solutions: <ul style="list-style-type: none"> - Brainstorming / Brainwriting - Brainpool - Method 635 • New perspectives with "headstand", stimulus word, stimulus picture and analogies • Criteria-oriented decision making <p>A firm link to actual practice is established by using concrete problems from the participants' own field of work.</p> |
| Duration | 2 days |
| Number of Participants | 8 - 14 |

| | |
|-------------------------------|---|
| | Personal Working Techniques |
| X5E04 | Problem Analysis and Decision-Making Techniques |
| | When analysing in-company problems – whether individually or within a team – it is advisable to make use of tools which have been proven in companies around the world. This also applies to the various traditional or advanced ways of decision making which are integrated into personal work patterns. |
| Target Group | Management level* Junior executive level* Expert level* *specifically in maintenance, repair and overhaul organisations and units |
| Objectives | The participants will be acquainted with the various techniques of problem analysis and decision making. They are trained to evaluate alternatives from an analytical point of view and to consider the risks involved. They learn to apply problem-solving and decision-making techniques which are appropriate for the complexity of professional day-to-day life. |
| Contents | <ul style="list-style-type: none"> • Difference between a problem and a decision • Moderation method • Systems for situations in which a quick decision is needed • Finding a decision with the Kepner/Tregoe-Method • Four-fields-scheme • Ishikawa-Diagram • Brainstorming • Method 635 • Attribute-Listing • Analytical questions • Problem-Solving with the Kepner/Tregoe-Method • Logical-Framework • Transfer of seminar topics into daily work situations |
| Duration | 2 – 3 days |
| Number of Participants | 8 – 14 |

| | |
|-------------------------------|--|
| | Personal Working Techniques |
| X5E21 | From Secretary to Assistant 1 – How to Manage a Secretariat with Competence and Assurance |
| | <p>The first person to be contacted in an office is the secretary. It is the secretary's responsibility to support the boss in way possible and secondly, to deal with the concerns of business partners as well as colleagues and senior officers. This seminar will enable the secretary to recognize and take charge of his/her own responsibilities. Awareness is the key to productivity, demonstrates confidence and leads to an increase in satisfactory performance. Friendly and motivated conduct and a clear overview pertaining to your workplace will mirror your personal working style.</p> |
| Target Group | Assistants, Secretaries, Clerks with secretarial tasks, Project-Assistants, Team-Assistants etc. |
| Objectives | The participants fulfil the requirements of secretarial work. They will enhance their methodical, personal, social and communicative competences and be in a position to implement these in their job environment. With the help of practical demonstrations, exercises and role-play the participants will acquire insight regarding the re-responsibilities of a modern secretariat. |
| Contents | <ul style="list-style-type: none"> • New tasks in the secretariat = more relief for the boss • Competences, Responsibility, Quality. You will increase personal performance and self-assurance • Prerequisites for successful communication • Your personal profile: Self-assessment, Foreign-assessment • Secretariat – the first impression. The art of dealing with people • Form a positive company image – your personal contribution |
| Duration | 3 days |
| Number of Participants | 8 – 14 |

| | |
|-------------------------------|---|
| | Personal Working Techniques |
| X5E22 | From Secretary to Assistant 2 – Office Planning and Organisation |
| | <p>As demands made on companies and their management staff increase, so, too, do those made on secretaries. Particularly in areas involving organisation, with perfect planning and steadfast support of the boss, secretaries play a key role in the attainment of first-class results. Nowadays it is assumed that a secretary can deal skilfully with the classical, routine office tasks. Beyond this, she is expected to think independently, as well as with her boss, taking questions such as cost factors into account in her forward planning. This seminar offers the participants a wider view of managerial tasks and modern, efficient work techniques.</p> |
| Target Group | Assistants, secretaries, clerks with secretarial duties, project assistants, team assistants, office managers. |
| Preconditions | Participation in the seminar “From Secretary to Assistant 1” |
| Objectives | Participants are familiarised with the conditions necessary for perfect planning and organisation as well as their role and duties in the work process. For this they acquire the relevant work techniques. They recognise the value of information and, by improving their skills with the internet and other modern media, are able to find, process and pass on information relevant to their work. |
| Contents | <ul style="list-style-type: none"> • Planning and preparation – What is involved? • Organisation – Simplifying the daily routine • Managing one's own office – Cost effective and focused management skills • Making time for important tasks • Information skills – Acquiring, processing and passing on information using modern media (e-mails, internet, foil and PC presentations) |
| Duration | 2 days |
| Number of Participants | 8 – 14 |

X5E11**Telephone Contact – A Company Calling Card:
Professional Use of the Telephone with Business Partners**

The telephone is overtaking the letter as a means of business communication. There is a two-way flow of information. Appointments are made. Deals are prepared, agreed on, confirmed and finalized. Even the occasional complaint is made by phone. The outcome of telephone calls is strongly influenced by a professional telephone manner. Anyone using the telephone for business is identified with the company he represents.

Target Group

Executives and other employees for whom a professional telephone manner is essential

Objectives

Participants learn to conduct a variety of telephone calls in a friendly, confident and correct manner. They are also trained to avoid common mistakes, to impart a positive impression of professionalism and competence, and to optimally represent their company on the phone.

Contents

- Preparation of a telephone day
- Introducing oneself on the phone
- Making a first, positive impression
- Customer orientation on the telephone
- Effects of voice, speech and expression
- Wide range of behaviour of different telephone partners
- Dealing with difficult partners
- Dealing with objections
- Turning complaints to good account
- How to ask questions and acquire information
- Telephoning: the ten worst mistakes
- 'Putting you through' - a constant source of grievance
- The telephone professional is always 'responsible'
- Organising and the use of the telephone

Duration

2 days

**Number of
Participants**

8 – 14

| | |
|-------------------------------|---|
| | Negotiation, Acquisition and Selling |
| X5E02 | Professional Communication Skills for Consultation, Acquisition and Sales |
| | <p>Nowadays, customers demand first-class service from the air suppliers – all over the world. This applies primarily to the sales and consultation phase, when the sales order has yet to be placed. Customers expect their interlocutors to think and act towards their objectives. In to-day's increasingly competitive world the so-called soft skills often determine whether or not an order is placed.</p> |
| Target Group | <p>Management level Junior executive level Expert level New employees with direct customer contact</p> |
| Objectives | <p>The participants conduct marketing-oriented discussions. They will achieve positive customer acceptance for the product, the business and its representatives.</p> |
| Contents | <ul style="list-style-type: none"> • The six steps of consultation • How to use patterns of conversation convincingly • Dealing with customer objections • Determining customer needs • Correlating argumentation and presentation appropriately • Learning to adapt to different discussion partners • New possibilities to cope with difficult situations in discussions • Strategic sales: The proper counterpart • Effective preparation for discussion • Strategies for successful argumentation • Avoiding price modifications • Evaluating the meeting with the customer self-critically |
| Duration | 3 days |
| Number of Participants | 8 – 14 |

| | |
|-------------------------------|---|
| | Negotiation, Acquisition and Selling |
| X5E06 | Sales Training – Basic Seminar |
| | <p>Ever greater things are expected of the salesperson when it comes to the acquisition and consolidation of market share and market position. To conduct sales talks successfully, it is important that the salesperson wins over the customer as a person and guides the target-oriented talks to a conclusion which is beneficial to both parties. This seminar lays the foundations for enhanced sales success.</p> |
| Target Group | Staff with sales-oriented customer contact |
| Objectives | <p>The participants know the most important elements of efficient sales techniques and learn the different stages of a sales discussion. They learn how to steer the sales process in a targeted and customer-oriented way. The participants are enabled to adapt their sales technique to the circumstances, i.e. to react with the required degree of flexibility in any imaginable sales situation.</p> |
| Contents | <ul style="list-style-type: none"> • Sales today and in the future • Stages of sales success • Basics of communication • The sales talk • Benefit argumentation • Overcoming the fear of price talks • Dealing with objections • The conclusion • Sales aids |
| Duration | 2 days |
| Number of Participants | 8 – 14 |

| Negotiation, Acquisition and Selling | |
|--------------------------------------|--|
| X5E41 | Professional Negotiating 1 |
| | No matter whether the negotiations are with colleagues or with people from other companies – a reliable way of achieving goals is essential. Invaluable tools include an understanding of the negotiating process and a command of communication aids. |
| Target Group | Management level* Junior executive level* Expert level* *specifically in aviation companies and organizations |
| Objectives | The participants will become familiar with the particular aspects of the process of negotiation. They will acquire negotiation techniques and tactics. They learn to master typical negotiation situations. |
| Contents | <ul style="list-style-type: none"> • Distinction between communication and negotiation • The Harvard model • The 4 + 1 model of negotiating • Toolbox for the 4 + 1 model of negotiating • Phases of the negotiating process • Negotiation techniques and tactics • Dealing with an “unfair” or more powerful negotiating partner • Negotiating in groups • Transfer of seminar topics into daily work situations |
| Duration | 3 days |
| Number of Participants | 8 – 12 |

| | |
|-------------------------------|--|
| | Negotiation, Acquisition and Selling |
| X5E42 | Professional Negotiating 2 – Continuation Seminar |
| | <p>Seasoned experts of the complex art of negotiation are never likely to underestimate the far-reaching consequences of their art – whether in professional or in private spheres. Indeed, the stakes are often so high that it would be perfectly justifiable to question whether sufficient thought and preparation always go into ensuring that the negotiator is fit for the job in hand. Seasoned negotiators are aware of this and will always make sure that their skills are up to scratch, using every opportunity to improve on them so that whatever situation they find themselves in, whether alone or in a team, they will put on a first-class professional performance and achieve a high rate of success in their dealings with customers and suppliers alike.</p> |
| Target Group | <p>Management level Junior executive level Expert level</p> |
| Prerequisites | Participation in a course on the basics of negotiating in the last three years. |
| Objectives | The participants broaden their knowledge of the special tools used in the negotiating process and acquire the grounding for their own personal negotiating strategies – with special emphasis on practical training of group negotiations. |
| Contents | <ul style="list-style-type: none"> • Review: major topics of the basic negotiating seminar • How to persuade and convince • Argumentation chains • Intensive training of group negotiations in different stages of the negotiating process • Effective use of body language • Negotiating prices • Turning objections and resistance to positive effect: dealing with provocative rhetoric and killer lines • Creativity and concentration techniques before and during a negotiation • Personal feedback • Transfer of seminar topics into daily work situations <p>The topics will be agreed upon at the beginning of the course.</p> |
| Duration | 2 days |
| Number of Participants | 8 – 12 |

Terms of Participation

In seminars, courses and other training and furthering education courses offered by the Management Training division of Lufthansa Technical Training GmbH:

1. Registration

1.1.1

Course participants register for seminars or courses with Lufthansa Technical Training GmbH. Contractual obligation for training seminars or courses shall become effective upon receipt of written confirmation of registration by the course participant. Personal details received within the framework of course registration shall be electronically saved for internal use.

1.2.1

Course or seminar contents are described in the course schedule. Lufthansa Technical Training reserves the right to amend or further develop course contents at any time.

1.2.2

Lufthansa Technical Training reserves the right to change the date(s) and location(s) of courses as well as to cancel courses or seminars for organizational reasons at any time. Any fees previously paid shall be refunded by Lufthansa Technical Training if registered course participants are no longer able to take part in courses or seminars as a result of changes in date(s) or location(s). No other claims for damages shall be honored.

1.2.3

Registrations for course participation and reservations shall be processed and granted in the order in which they are received.

2. Cancellation

2.1

Course participants may name alternate course participants at any time before the beginning of the course or seminar. No fees shall be charged by Lufthansa Technical Training for any changes made within this framework.

2.2

Cancellations must be submitted in writing to Lufthansa Technical Training. The date of receipt of cancellation notification shall be decisive factor for a determination of whether or not cancellation is received in due course.

2.3

No fees shall be charged for course participants who cancel their registration at least six weeks before the beginning of the course or seminar.

2.4

The entire costs of the course or seminar shall be charged for course participants who cancel their registration less than six weeks before the beginning of the course or seminar or who fail to take part in the course or seminar without cancellation.

2.5

No funds shall be reimbursed for any portions of courses or seminars which course participants fail to attend.

3. Prices and Method of Payment

3.1

Valid prices for courses or seminars are those prices quoted in the course schedule (all prices in Euro without VAT). Course fees comprise, as appropriate, course materials and/or computer use. Meals, beverages, travel expenses, accommodations or other costs are not included in course fees, unless otherwise specified in course descriptions.

3.2

Fees for courses or seminars plus VAT shall be invoiced by Lufthansa Technical Training. Invoice amounts shall be remitted within 10 days of invoice receipt.

Terms of Participation

4. Copyright

4.1

All rights to course materials are expressly reserved. The translation, processing, reproduction, distribution or public presentation of course materials, either in whole or in part, is prohibited without the written consent of Lufthansa Technical Training.

4.2

Software provided by Lufthansa Technical Training within the framework of course participation or other software stored using electronic media may not be copied and may also not be removed from the premises on which the course or seminar is held..

4.3

If, under exceptional circumstances, the transmission of software should be permitted, Lufthansa Technical Training shall not be held liable for any damages, in particular through the presence of viruses, which may result for the recipient of the software in question.

4.4

Lufthansa Technical Training expressly emphasizes that products, procedures or names used or mentioned within the framework of courses or seminars are generally subject to third-party copyright stipulations and statutory regulations.

5. External Electronic Media and Software

Course participants are expressly prohibited from using their own electronic media or software as well as from copying over (installing) their own software on Lufthansa Technical Training electronic media.

6. Liability

6.1

Lufthansa Technical Training liability for damages resulting from gross negligence within the framework of bilateral commercial dealings is limited to the lesser of the corresponding amount for course fees or a maximum level of Euro 25,000.00.

6.2

Lufthansa Technical Training shall remain liable for any actions with intent, delays in performance or non-performance of contract as well as non-observance of obligations which typically result in risk for life and limb in accordance with statutory regulations.

6.3

Any further liability is excluded.

6.4

Lufthansa Technical Training reserves the right to enforce any claims to damages arising for non-compliance with the stipulations outlined in Section 4 and 5. In addition, Lufthansa Technical Training reserves the right to exclude course participants from continued participation at its own discretion, without any obligation to refund any portion of course fees.

7. Legal Action and Jurisdiction

The stipulations of this document shall be governed by the laws of the Federal Republic of Germany. Hamburg shall be the court of jurisdiction for bilateral commercial dealings.

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Enquiry

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Fax: +49 (0)69 696 6384

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Please send this information to us via telefax or write an e-mail so we can get in touch with you to consult you noncommittally / or to give you a noncommittally offer.

Please specify the preferred appointment for a phone consultation.

Date _____ at _____ o'clock or Date _____ at _____ o'clock

Seminar ID _____

Preferred Realisation Date _____

Approx. Number of Trainees _____

Comments _____

Contact Data

Family Name _____ First Name _____

Department _____ Job Title _____

Company _____

Street _____

Postal Code _____ City _____

Country _____

Phone _____ Telefax _____

E-Mail _____

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Seminar ID _____

Preferred Realisation Date _____

Approx. Number of Trainees _____

Comments _____

Contact Data

Family Name _____ First Name _____

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Company _____


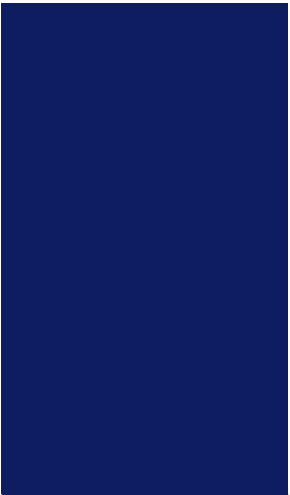
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