Program Catalog 2017
SMD Campus

December 2016

connect people

share knowledge

be agile

build communities

create solutions

focus on business

create learning opportunities

be curious

SMD Campus

enabling SMD excellence

inspire to learn

sense new trends

support transformation

challenge status quo
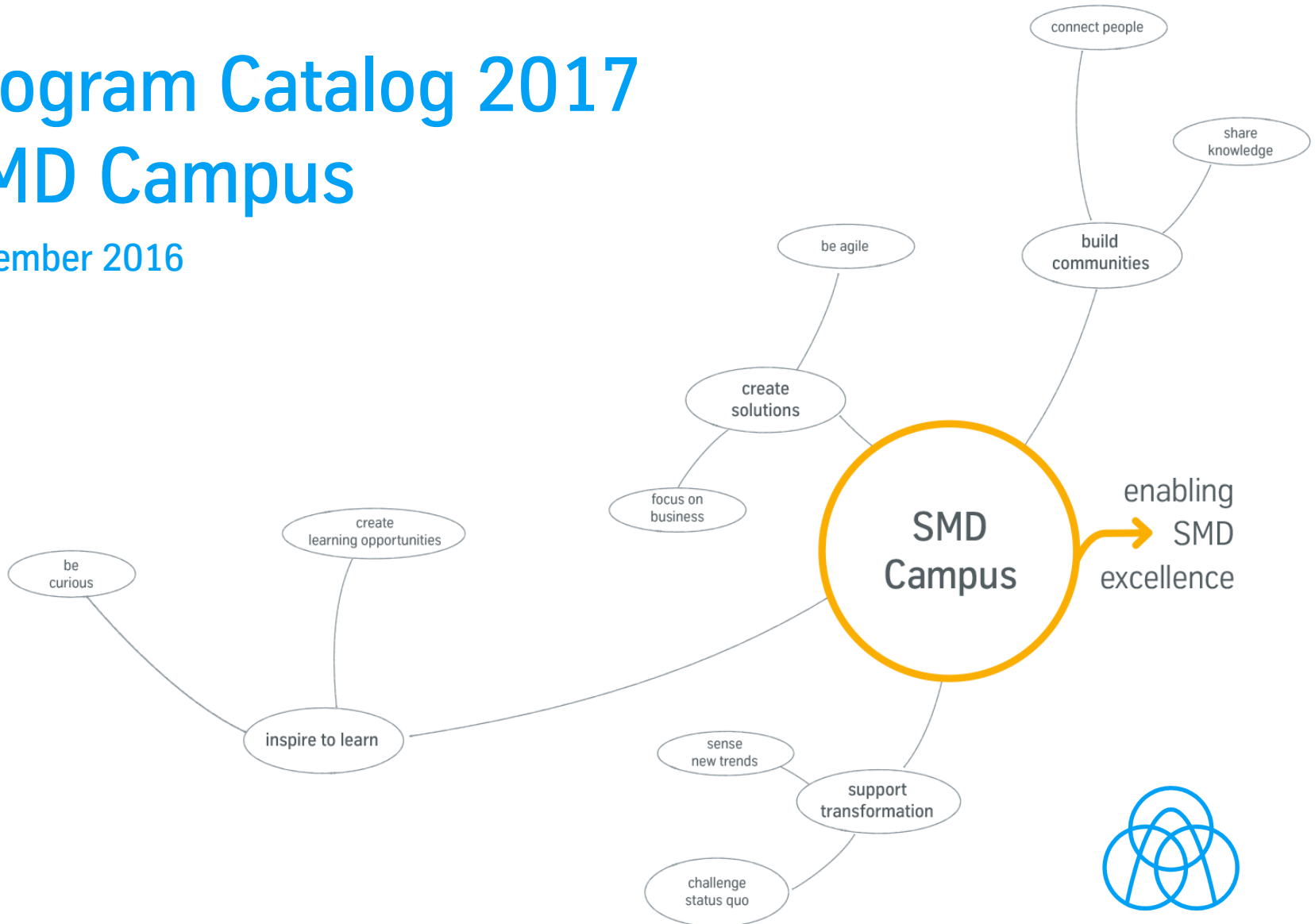
engineering. tomorrow. together.

thyssenkrupp

We have worked on the SMD Campus to make it more "user-friendly"

Expertise level	"Fundamental"	"Advanced"	"Mastering"
Cross-functional skills	Relevant for • Junior colleagues with no/little working experience • New joiners to tk or to the SMD function • Colleagues who want to refresh the basics	Relevant for • Colleagues with basic cross-functional skills who require higher skill proficiency in their daily job • Experienced new joiners (e.g., w/ consultancy background)	Relevant for • Colleagues with leadership responsibility (disciplinary as well as functional/virtual)
SMD functional expertise	Relevant for • All colleagues who are new to the SMD function or w/o previous experience in strategy role • Colleagues who want to refresh the basics in specific areas	Relevant for • Colleagues with specific topic focus in their daily work • Colleagues who need more advanced expertise for specific project	Relevant for • Colleagues responsible for business or strategy development • Colleagues who want to broaden their mindset

Expertise levels not linked to specific position or grading, but to own skill proficiency and work requirements!

SMD Campus Learning Landscape (1/2): "Cross-Functional Skills"

"Cross-Functional"	"Fundamental"	"Advanced"	"Mastering"	Further offerings
"Onboarding"	Early Onboarding	Advanced Onboarding (incl. tk businesses, regions, KPIs, …)		
"Methods & Analytics"[1]	Excel Tool Design & Analytics	Advanced Analytics Capabilities		
	Problem Solving			
"Communication & Collaboration"[1]	Slide Writing			
	Understanding & Communicating tk Strategy	Personality-Oriented Com., Interviewing & Negotiation	Mastering Project Mgmt. & Program Design	
	Storylining	Communicating to the Point		
		Project Management Fundamentals		
"Leadership & Change"[1]	NEW: Collaboration in a Network	Leading in a Network	Discovering Inspirational Leadership	
	Facilitating Meetings Effectively	Leading Change in Projects/Teams	Leading Business Change	
"Internal/External Best-Practice Exchange"	External Best-Practice Sharing			
	"Virtual SMD Campus platform" (Knowledge exchange across SMD community)			

Available via Leadership Academy tkAC

Will be available via CAR Campus (e.g. various cross-funct. skills, Finance for Non-Finance Employees etc.)

1. Clustered according to tk development compass categories

Programs available as of now

Programs to be offered/developed next

Programs not yet available but to be developed over the next months; changes possible

SMD Campus Learning Landscape (2/2): "Functional Expertise"

"Functional"	"Fundamental"	"Advanced"	"Mastering"	Further offerings
Strategy	Business Strategy	Deep Dive into Business Strategy	Rethinking Business Models & Strategy	Additional finance-related topics will be available via CAR Campus
	Introduction into Strategic Dialog Process	Advanced SD (incl. performance metrics & "mini MBA")	Developing Growth Strategies in Adjacent Spaces	
			Facilitating the Strategy Process	
Markets	Market Intelligence Infrastructure[1]	Advanced Market Intelligence	Foresight, Scenarios & Ideation	Additional topics will be available via Sales Campus
	Business Case Creation & Evaluation	Market Analysis & Segmentation	NEW: thyssenkrupp Garage	
	Guidance for being Successful in Emerging Markets	Value Chain Analysis		
Development	Navigation in the tk Network (incl. org basics)	Post-Merger Integration	Mastering Sustainable Implementation	Additional "change" topics available via Change Practice tkAC

1. Topic/content will be covered in "Early onboarding" program (page 3) in the future

Programs available as of now

Programs to be offered/developed next

Programs not yet available but to be developed over the next months; changes possible

Central SMD Campus programs are now available for registration (1/2)

Program	Dates	Location
Business Strategy →	Jan 24 – March 21, 2017 May 09 – July 04, 2017	Digital/Virtual Digital/Virtual
Problem Solving →	March 28 – May 16, 2017 July 11 – Aug 29, 2017	Digital/Virtual Digital/Virtual
Project Management Fundamentals →	Jan 18 – 20, 2017 April 19 – 21, 2017 July 24 – 26, 2017 (in German language respectively)[1]	Krefeld, Germany Haus Rheinberg, Lorch, Germany Haus Rheinberg, Lorch, Germany *(Program also available in China & USA)*
PO[2] Communication, Interviewing & Negotiation →	July 12 – 14, 2017	Essen, Germany
Discovering Inspirational Leadership →	June 26 – 29, 2017 Oct 23 – 26, 2017	Barcelona, Spain Barcelona, Spain
Leading in a Network →	Feb14 – 15, 2017 Sep 12 – 13, 2017	Velen, Germany Velen, Germany
Collaboration in a Network →	Jan 24 – 25, 2017 April 06 – 07, 2017 Sep 05 – 06, 2017 (in German language respectively)[1]	Krefeld, Germany Krefeld, Germany Essen, Germany

1. Further schedules in English will be announced in Q1/2017   2. PO = Personality oriented

Central SMD Campus programs are now available for registration (2/2)

Please press → for program details

Program	Dates	Location
Facilitating Meetings Effectively →	May 02 – 03, 2017 (German language)	Kamp-Lintfort, Germany
Communicating to the Point →	April 26 – 27, 2017 July 26 – 27, 2017 (German language)	Essen, Germany
Leading Business Change →	March 06 – 08, 2017 March 14 – 16, 2017 May 22 – 24, 2017	Schloss Landsberg, Essen, Germany St. Charles (IL), USA Schloss Landsberg, Essen, Germany
Leading Change in Projects/Teams →	Feb 02 – 03, 2017 (English language) May 18 – 19, 2017 (German language) Sep 07 – 08, 2017 (English language)	Haus Rheinberg, Lorch, Germany Haus Rheinberg, Lorch, Germany Haus Rheinberg, Lorch, Germany
thyssenkrupp Garage →	Feb 2017 – July 2017 Sep 2017 – Feb 2018	Berlin, Gijon (Spain), Essen North America

Business Strategy

Program language
English

Program duration
1-2 days within 8 weeks

Participation fee
EUR 2,000

Target group
All audiences

Dates
See below*

Location
Digital/Virtual

Learning partner
McKinsey Academy

of participants
No restriction

Program description

This engaging, community-based and instructor-moderated online course is delivered over McKinsey Academy's proprietary digital education platform. It provides a self-paced, an "on demand" and "anywhere accessible" digital learning environment combined with a strong social learning component. The program comprises topical, relevant exercises conducted in small groups of peers that apply learning from digital courses, facilitate networking and enable peer-to-peer feedback.

In this digital program you will learn how to assess the robustness of a strategy and apply McKinsey's Strategy Method to develop strategies that can help businesses gain a sustainable advantage in the market:
- Define strategy as a set of hard-to-reverse choices in the face of uncertainty to produce economic value, and identify what these look like in practice at different levels of an organization
- Assess the robustness of a longer-term strategy ahead of time and evaluate which parts of a strategy need to be further developed
- Use a clearly-articulated framework to help you develop and execute your strategy

An integral part of the program involves the collaboration of small groups of thyssenkrupp (SMD) participants on two course-specific projects, based on „real-world" task. Since the program is also open for non-thyssenkrupp cohorts you have the unique opportunity to exchange with peers across industries and geographies via the community discussion forum of the platform.

* Jan. 24 – March 21, 2017 or May 09 – July 04, 2017 (virtual kick-off approx. 1 week prior to program start)

Problem Solving

Program language
English

Program duration
1-2 days within 7 weeks

Participation fee
EUR 2,000

Target group
All audiences

Dates
See below*

Location
Digital/Virtual

Learning partner
McKinsey Academy

of participants
No restriction

Program description

This engaging, community-based and instructor-moderated online course is delivered over McKinsey Academy's proprietary digital education platform. It provides a self-paced, an "on demand" and "anywhere accessible" digital learning environment combined with a strong social learning component. The program comprises topical, relevant exercises conducted in small groups of peers that apply learning from digital courses, facilitate networking and enable peer-to-peer feedback.

In this digital program you will learn how to develop a rigorous and structured approach to problem solving to improve your ability to define challenging problems, prioritize issues and synthesize findings:
- Learn the fundamentals of a structured approach to problem solving from expert practitioners
- Use case examples to apply this structured problem solving approach to the various types of problem solving situations ("in the moment", "within a week", "problem solving project")
- Synthesize your analysis and develop actionable recommendations so that you can make better decisions more quickly

An integral part of the program involves the collaboration of small groups of thyssenkrupp (SMD) participants on a course-specific project, based on „real-world" task. Since the program is also open for non-thyssenkrupp cohorts you have the unique opportunity to exchange with peers across industries and geographies via the community discussion forum of the platform

* March 28 - May 16, 2017 or July 11 - Aug 29, 2017 (virtual kick-off approx. 1 week prior to program start)

Project Management Fundamentals[1]

Program language
English or German

Program duration
3 Days

Participation fee
EUR 1,000

Target group
All audiences

Dates
See below*

Location
See below*

Learning partner
Centerline Consulting

of participants
Up to 12

Program description

Project work is more and more becoming part of our daily challenges. Whether large scale initiatives up to small engagements - Managing projects in a structured way is key to secure project objectives, to ensure timely execution and to use resources efficiently.

This program enables Project Managers of small projects and project team members to understand and apply project management methodologies and processes based on industry standards. The program covers the initiation and execution of a project and helps to implement Project Management methods.

To enhance the practical relevance as well as to foster the transfer into daily business the group works are based on participants' own projects.

The program will comprise the following content:
- Definition Basic Terms: Project, Project & Change Management, Processes of PMI & thyssenkrupp Project Management Framework
- Awareness Change Management & Basic Toolkit
- Project Definition, Project Charter, Change Story
- Stakeholder Management
- Triple Constraints
- Project Scope, Time, Cost Management
- Resource Management, Project Organization & Project Roles
- Project Communication & Project Management Workshops
- Buddy Coaching & Peer to Peer Review

* Jan 18 – 20, 2017 (Krefeld, Germany) or April 19 – 21, 2017 (Lorch, Germany) or July 24 – 26, 2017 (Lorch, Germany). Also available in China & USA.

1. Mixed cohort, not exclusively for SMD Community

Personality-Oriented Communication, Interviewing & Negotiation

Program language
English

Program duration
2.5 Days

Participation fee
EUR 2,000

Target group
All audiences

Dates
July 12 – 14, 2017

Location
Essen, Germany

Learning partner
BergGruen Consulting

# of participants
Up to 20

Program description

In this highly interactive and practical program you will focus on various discussion, interviewing and negotiation techniques and their utilization in conversations, considering your personality type and that of others.

You will learn and apply tips, tools and strategies to optimize your communication, especially:

- To build more confidence and get tools for building trusted advisor relationships with stakeholders, clients, upper management - to get information, create commitment and gain effectiveness in interacting with others

- To improve the communication and collaboration (horizontally and vertically) to gain a common understanding and allow more joint problem solving

- To be able to better identify personality types to better assert, listen, ask the right questions, influence and motivate

- Gain more (self-) awareness of how people tick to better adjust the communication and influencing style

- To be able to influence more effectively without being the formal authority

An integral part of the program involves role plays and exercise of personality oriented conversations in various situations and constellations.

Discovering Inspirational Leadership (Leadership Academy Program[1])

Program language
English

Program duration
3.5 Days

Participation fee
EUR 3,500[2]

Target group
L2-L3

Dates
See below*

Location
Barcelona, Spain

Learning partner
Dirk Devos, Courage11

# of participants
Up to 12

Program description

This "Learning Journey" is a unique "time out" which enables you to reflect intensively and to clarify your focus. You will learn how to build alignment, commitment and inspirations in your teams back at work. The experience will allow you to connect deeply with your peers, thus building a sense of community and enabling you to reflect on the challenges you are facing. During the journey, you will stay each evening in different locations, with small, simple accommodation in a natural environment. You will travel by foot or by bicycle. On the journey, you will either engage in deep personal reflection or peer dialogue and/or coaching.

In this program you will:

- Recognize what it means to inspire followership in others

- Become aware of your own values and beliefs, and the extent to which you are living these

- Understand the impact you are having on others, and identify any lack of congruence between intent and impact

- Identify what obstacles may be preventing you from achieving the desired impact and have a plan for overcoming these

- Understand how to get the best out of others and develop a clear and sustainable strategy for generating trust and building team and organizational effectiveness

* June 26 – 29, 2017 (Barcelona, Spain) or Oct 23 – 26, 2017 (Barcelona, Spain)

1. Mixed cohort, not exclusively for SMD Community   2. Incl. accommodation

Leading in a Network (Leadership Academy Program[1])

Program language
English

Program duration
2.5 Days

Participation fee
EUR 2,000

Target group
L2-L3

Dates
See below*

Location
Velen, Germany

Learning partner
Global Integration

of participants
Up to 16

Program description

In a network organization, unclear roles and responsibilities, multiple bosses, competing goals and accountability without control are the norm. In this "world", a different mindset and skill set concerning leadership and cooperation are the drivers of business and personal success.

Using a rich blend of face to face and virtual learning, the program focuses on how to develop this mindset and how to handle daily network challenges concerning getting things done, clarity of roles and responsibilities, conflicting goals, multiple stakeholders etc. In this program you will learn and apply tools and strategies to optimize your network and virtual team leadership in 3 critical areas:

- Clarity: leading in a world where we have to wear multiple 'hats' and deal with ambiguity, competing priorities and conflicting goals on a daily basis.

- Control: getting things done and developing others when we have responsibility without authority, accountability without control, engaging others by using influence rather than power.

- Cooperation: staying connected and effective by streamlining cooperation with your network partners to avoid being overwhelmed by cooperation requests and meetings.

At the heart of the program will be your examples and cases, enabling you to rapidly apply your learning back in the workplace. Mirroring the realities of network leadership, the learning path is delivered through a blend of face to face, collaborative e-learning and interactive webinars.

* Feb 14 – 15, 2017 (Velen, Germany) or Sep 12 – 13, 2017 (Velen, Germany)

1. Mixed cohort, not exclusively for SMD Community

Collaboration in a Network[1]

Program language
English or German

Program duration
2 Days

Participation fee
EUR 850

Target group
All audiences

Dates
See below*

Location
See below*

Learning partner
Global Integration

of participants
Up to 24

Program description

Have you ever asked yourself how to be effective in complex projects involving different departments, business areas, sites and functions? Aren't you crystal clear how to interact from a global or regional function in cross functional or 'transverse' teams and projects? Are you familiar to the question how to contribute to initiatives requiring collaboration between different groups? In this program you will find out.

Focusing on what is different about network teams, you will learn how to engage and align with network team colleagues, especially in situations where you have to rely on relationships, trust and influence rather than formal authority. You will explore ways to simplify collaboration and streamline the complex communication which often results from working in a network organization.

In this program you will get answers to the following questions:

- How can I build and maintain the networks and relationships I need to be successful in leading or being part of matrix virtual teams?

- What can I do to build trust, if we rarely or never meet?

- How can I 'motivate' virtual colleagues to collaborate with me if I'm not their manager or we don't have the same objectives?

- How can I prioritize requests from multiple stakeholders and what is "upwards management"?

- How can we simplify and create the right balance of control and trust within our network team so that everyone doesn't need to be involved in everything?

- In such network teams, communication is either too much or too little – what can we do to streamline our communication to make ourselves feel 'connected and effective'?

* Jan 24 – 25, 2017 (Krefeld, Germany) or April 06 – 07, 2017 (Krefeld, Germany) or Sep 05 – 06, 2017 (Essen, Germany)

1. Mixed cohort, not exclusively for SMD Community

Facilitating Meetings Effectively (Leadership Academy Program[1])

Program language
German

Program duration
2 Days

Participation fee
EUR 1,500

Target group
All audiences

Dates
May 02 – 03, 2017

Location
Kamp-Lintfort, Germany

Learning partner
Eggers & Partner

# of participants
Up to 6

Program description

This program specifically focuses on improving your facilitation skills to ensure that you get real engagement and commitment from your colleagues, customers and suppliers. You will become acquainted with the different strategies and styles of effective meeting facilitation and find a facilitation style that best helps you to achieve your goals. You will learn how to manage group dynamics, identify and overcome barriers to participation, build consensus and coordinate actions in meetings and workshops.

In this program and together with our learning partner Eggers & Partner you will:

- Use facilitation principles to bolster your position as a leader
- Learn how to structure meetings effectively to achieve goals within the available time
- Apply both structured and open facilitation techniques
- Practice to deal with common facilitation challenges
- Experience how to foster a collaborative environment

1. Mixed cohort, not exclusively for SMD Community

Communicating to the Point (Leadership Academy Program[1])

Program language
English or German

Program duration
2 Days

Participation fee
EUR 1,500

Target group
All audiences

Dates
See below*

Location
See below*

Learning partner
projectservices

# of participants
Up to 8

Program description

This program focuses on the Pyramid Principle, a well-established business communication technique, and its importance for you as a manager. In this program you will learn how to produce effective presentations with a logical structure, clear storyline and memorable messages. Throughout the program you will practice building pyramid-structured presentations for different audiences and to achieve different objectives

In this program and together with our learning partner projectservices you will:

• Understand and learn how to use the Pyramid Principle

• Analyze your objectives and target group to phrase your messages accordingly

• Extract key questions and messages

• Develop logical and convincing structures

• Design expressive charts and illustrations

* April 26 – 27, 2017 (Essen, Germany) or July 26 – 27, 2017 (Essen, Germany)

1. Mixed cohort, not exclusively for SMD Community

Leading Business Change (Leadership Academy Program[1])

Program language
English

Program duration
2.5 Days

Participation fee
EUR 2,500

Target group
L2-L3

Dates
See below*

Location
See below*

Learning partner
Return on Meaning

# of participants
Up to 18

Program description

In this highly interactive and practical program, you will develop an awareness of how to lead and influence change more effectively in your part of the organization.

In this program you will:
- Share a common view on how to successfully drive sustainable change in organizations
  Develop a positive mind-set and be more likely to take ownership for truly leading change
- Understand better the nature of resistance to change and be better equipped to overcome this
- Have experience in applying a number of key change tools, which you can use in your daily practice
- Start to develop a concrete change roadmap for your individual business change challenges

An integral part of the program involves working on individual business change challenges. Since you will be working in a peer-coaching format throughout the program, it is important that you select the most appropriate topic before the program starts.

* March 06 – 08, 2017 (Essen, Germany) or March 14 – 16, 2017 (St. Charles, USA) or May 22 – 24, 2017 (Essen, Germany)

1. Mixed cohort, not exclusively for SMD Community

Leading Change in Projects/Teams[1]

Program language
English or German

Program duration
2 Days

Participation fee
EUR 1,000

Target group
All audiences

Dates
See below*

Location
Lorch, Germany

Learning partner
Return on Meaning

of participants
Up to 12

Program description

A wide range of projects which were planned thoroughly only make little progress or do not reach completion at all. In many cases the reason is the human factor which was not focused sufficiently. The involved parties were not taken onto the journey. This program is based on a highly practical Change Management approach and helps you to understand and to overcome resistance and to bring your project to success. You will derive concrete measures for your own project during the workshop.

In this program you will learn:

- Systematic recognition of the required changes in mindsets and behaviors of important stakeholder
- Differentiation of measures with a model for sustainable implementation of change
- Strengthen your own ability to deal with resistance
- Derivation of concrete measures for direct implementation

* Feb 02 – 03, 2017 (English language) or May 18 – 19, 2017 (German language) or Sep 07 – 08, 2017 (English language)

1. Mixed cohort, not exclusively for SMD Community

thyssenkrupp Garage

Program language
English

Program duration
See below*

Participation fee
Fee is covered by Investors

Target group
See below**

Dates
2 Batches: Feb-Jul 2017
or Sep 2017-Feb 2018

Location
Berlin I Gijon, Spain I Essen

Learning partner
Various start-up mentors

# of participants
80 p.a., up to 25 by SMD

Program description

The Garage is thyssenkrupp's delivery engine for breakthroughs.

In the Garage environment you will learn how to rethink, and create real business breakthroughs systematically.

You will team up with passionate people from across disciplines, businesses, geographies and hierarchies. This immersive and highly energizing process will stretch you beyond your limits. It forms an excellent and truly unique extension to the traditional consulting toolkit.

In the thyssenkrupp Garage you will:

- create your BREAKTHROUGH business opportunity
- push your opportunity in high speed and with relentless implementation consequence
- have the autonomy to take decisions fast
- build several real touchable prototypes
- engage users, customers and partners
- be guided by world-class entrepreneur coaches and mentors
- receive the enablement you ask for
- pitch for follow-up investment to 25+ thyssenkrupp top executive Investors

First things first: Discuss your participation with your leader. You must be ready to continue driving your opportunity in case our top executive Investors give you next-round investment.

* 14 days + additional team work over 5 months
** Employees with extra-ordinary passion and drive for the topic

Please consider the following information before you register

Information overview

- With your registration you confirm that you **have informed your superior about the program** and that you **accept the corresponding participant fee.**

- The program will take place if there are adequate bookings. We will inform you **approximately six weeks prior to program start** in case we are unable to conduct a program run.

- An **official invitation,** providing you with all additional program information, will be sent to you approximately **six weeks prior to the program start.**

- Please not that due to **organizational reasons your contact details will be forwarded** to our learning partner

- In case **you have to cancel your participation** in a program, **please inform the SMD Campus team** as early as possible via e-mail

Please keep our payment terms and cancellation policy in mind

Information overview

- We will **charge a participant fee of for the programs** (excl. accommodation) for each centrally delivered program (see details in the respective program overviews)

- Please note that **your company will be responsible for travel & accommodation expenses**

- The **cancellation fees** shall depend on the time the cancellation is effected as follows:
    - > **six weeks prior to program start:** no cancellation fee
    - < **six weeks prior to program start:** 100 % of the agreed fee + incidental cost incurred
    - No cancellation fee will apply if a participant is able to deploy his program seat to a colleague > **1 week prior to program start**

Contact details SMD Campus: For questions regarding program content

Head of SMD Campus:

Rebecca Weber
Phone: +49 201 844 538064
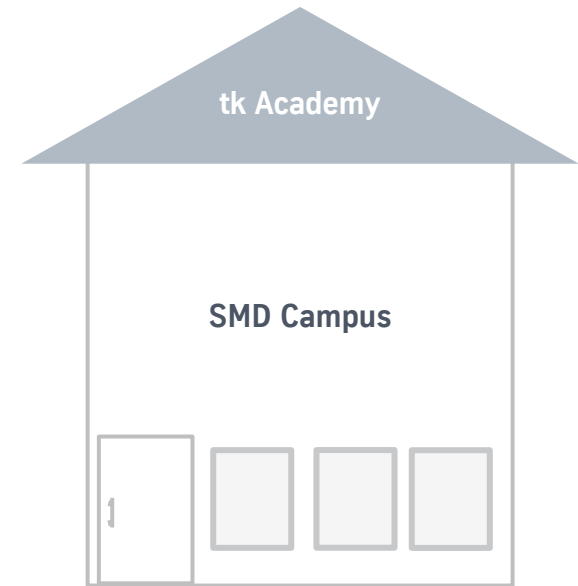Email: rebecca.weber@thyssenkrupp.com

Program Coordination:

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tk Academy

SMD Campus

thyssenkrupp Academy GmbH
SMD Campus
thyssenkrupp Allee 1
45143 Essen, Germany
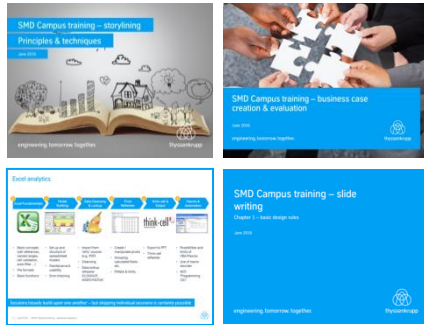Building Q7, 1st floor

Backup

Programs will be delivered centrally via the SMD Campus team or delivered de-centrally by local training responsibles

Programs available at short notice	De-central delivery	Central delivery
Excel Tool Design & Analytics	X	
Slide Writing	X	
Storylining	X	
Business Case Creation & Evaluation	X	
Market Intelligence Infrastructure		X
Problem Solving		X
Facilitating Meetings Effectively		X
PO^2 Communication, Interviewing & Negotiation		X
Communicating to the Point		X
Project Management Fundamentals		X
Leading in a Network		X
Leading Change in Projects/Teams		X
Discovering Inspirational Leadership		X
Leading Business Change		X

Registration

- De-central programs will be delivered directly at the **team location via local training responsible** (see overview of training responsibles on next page)
- Program organization and delivery by **individual alignment** on date and time without central planning or involvement

- Potential participants register for a program **via provided ink in "Program News"**
- Program registration is binding and internal alignment with supervisor needs to be conducted **prior to registration**
- Registration is based on a **"first come, first served" principle**
- **Note:** If a program is already booked or the offered dates are not suitable, a "waiting list" and/or an "interest list" will be offered (this helps to specify expected demand for next program rounds)

De-central trainings at a glance

Four de-central trainings

1. Storylining
2. Business Case Creation
3. Excel
4. Slide Writing

- Flexible, without central planning or involvement

Local training responsible

- Training responsible received centrally developed training material

- Any SMD colleague can get individual training session from local training responsible

Get in touch with your local training responsible

CT Adil Atak, Alexander Stephan

IS Eric Eckelmann

SE Patrick Rennings (BA/SE-SMD), Ingo Beuck (BA/SE-SPL)

ET Hannes Jantke

MX Patrick Pommerenke

HQ Linda Jansen, Felix Scheffler (TKMC)

RHQ
AP:	Evelyn Li	MEA:	Buket Bas
GC:	Michael Sailer	NA:	Daniel Kufer
IN:	Pillai Ajaikumar	SA:	Fernando Nogueira

All other trainings in the landscape are organized centrally by SMD Campus team & tk Academy

Excel Tool Design and Analytics

Program language
English

Program duration
6 sessions à 1-1.5 h

Participation fee
N/A

Target group
All audiences

Dates
tbd. by training responsible

Location
Your office location

Learning partner
Local training responsible

# of participants
tbd. by training responsible

Program description

MS Excel is a very powerful tool – but many struggle to apply more advanced concepts. Hence, we have designed a series of currently six short modules to (re-)familiarize participants with essential features and ways of working which are of high relevance for day-to-day SMD tasks. Each session consists of about 20min content presentation followed by a series of small exercises to immediately apply the presented concepts in a learning-by-doing mode.

In this program you will…

- Session 0: Repeat fundamental Excel concepts and familiarize with cell references, named ranges, cell validation, auto filters, file formats, etc.

- Session 1: Get an introduction into model building: Learn how to structure and set up spreadsheet models, ensure model maintenance and usability, perform basic error checking

- Session 2: Import / clean external data and perform data lookups: Learn tricks to better import data from 'dirty sources' such as PDFs, repeat basic lookup concepts via VLOOKUP and INDEX/MATCH

- Session 3: Get a pivot refresher: Create and manipulate pivot tables, perform data grouping, use calculated fields, be aware of key pitfalls and pivot limitations

- Session 4: Set up interfaces to ThinkCell and prepare data outputs: Prepare data exports for your models and leverage key ThinkCell functionality

- Session 5: Understand possibilities and limits of macro programming and VBA: Use the macro recorder, run basic code – however, this is not a programming 101 session

Slide Writing

Program language English & German	
Program duration 2 h	
Participation fee N/A	
Target group New joiners	
Dates tbd. by training responsible	
Location Your office location	
Learning partner Local training responsible	
# of participants tbd. by training responsible	

Program description

The training consists of two parts:

- Introduction to thyssenkrupp format regulations and basic design rules
- Overview of the scope of possibilities of the PowerPoint add-ins Efficient Elements and think-cell

In this program you will learn how to…

- Design slides according to common standards @ thyssenkrupp
- Use Efficient Elements and think-cell to increase your efficiency of slide writing

Storylining

Program language
English

Program duration
2-3 h

Participation fee
N/A

Target group
All audiences

Dates
tbd by training responsible

Location
Your office location

Learning partner
Local training responsible

# of participants
tbd by training responsible

Program description

In our day to day work, our primary focus lies with running projects and delivering results. However, a project does not stop with solving a problem but requires sound communication. A convincing storyline is key to communicate the results of the project successfully. Objectives, target audience, the context of communication as well as a sound structure are essential to deliver the key messages.

In this program you will

- Learn about the foundation of a good storyline – objectives, target audience and key questions to be answered

- Get to know various options how to structure your storyline

- Familiarize yourself with the technique of storyboarding

- Understand the do's and don'ts of storylining

- Practice the various aspects of storylining in case examples

- Get the opportunity to discuss a specific case or storyline you struggle with

Business Case Creation & Evaluation

Program language
English

Program duration
1 day

Participation fee
N/A

Target group
All audiences

Dates
tbd by training responsible

Location
Your office location

Learning partner
Local training responsible

# of participants
tbd by training responsible

Program description

As one part of our daily project work the development of business cases helps to provide justification for a proposed business change or plan. Therefore it is important to conduct efficient and profound data analyses to generate the right information and to make the right decisions. Business cases should consist of a detailed planning stage, followed by an implementing stage where the model is converted into an Excel calculation. This training helps you to understand the incremental process of developing a business case. Because of many interfaces to other training session this helps to further deepen already gained skills (e.g. from Advanced Analytics, Storylining).

In this program you will

- Understand the phases of planning and implementing successful business cases
- Practice step-by-step process of developing a profound calculation to support business case decisions
  - Target setting and scoping
  - Model design and testing
  - Conversion to Excel
  - Results communication