



“

Our mission in  
life is not  
merely to  
survive, but to  
thrive and to do  
so with some  
passion, some  
compassion,  
some humor,  
and some style.

”



# Introduction

Wellbeing At Work is a lifelong learning and training organisation created on April 14th, 2010 with the objective of improving well-being at work and thus combating all occupational risks that could hinder the personal development of employees and the company's performance.

We are pleased to present you in this catalogue the whole range of our training courses which are provided by our network of 12 trainers that you will discover on the following pages. Most of our training courses are available in the 4 languages: French, German, English and Luxembourgish and almost all of them are available inter- and intra-company and tailor-made to the specific needs of our clients.

To find out the dates of the inter-company training courses offered throughout the year, please log on to our website: [www.wellbeingatwork.lu](http://www.wellbeingatwork.lu)

In addition to the training courses, we also offer consulting services for any issues that Leadership could need guidance or assistance such as change management, diversity, digitalisation, working conditions and occupational health at work,

In preventing psychosocial risks, we are exclusive partner in Luxembourg for the use of the COPSOQ (Copenhagen Psychosocial Questionnaire) questionnaire developed in Denmark and a worldwide recognized tool for prevention of occupational health at work.

Coaching being a very powerful tool of individual continuous training, most of our trainers are certified coaches and we offer Leadership and Team Coaching as well as individual wellbeing coaching.

We are at your entire disposal for any further information and we wish you a pleasant discovery of our catalogue.

Claudine Schmitt and the whole team



## Our Team



**Claudine Schmitt**  
Consultant,  
Trainer, Coach



**Marianne Reimann**  
Consultant,  
Trainer, Coach



**Claudia Closmann-Neumeister**  
Consultant,  
Trainer, Coach



**Susanne Arend**  
Consultant,  
Trainer, Coach



**Beatrix Charlier**  
Consultant,  
Trainer, Coach



**Stéphanie Bouchend'homme**  
Consultant,  
Trainer, Coach



**Milia Stortini**  
Consultant,  
Trainer, Coach



**Viviane Kock**  
Consultant,  
Trainer, Coach



**Patrick Versee**  
Consultant



**Anne Bausch-Brisbois**  
Trainer, Coach



**Valérie Lambrechts**  
Psychologist



**Laurence Reis**  
Physiotherapist

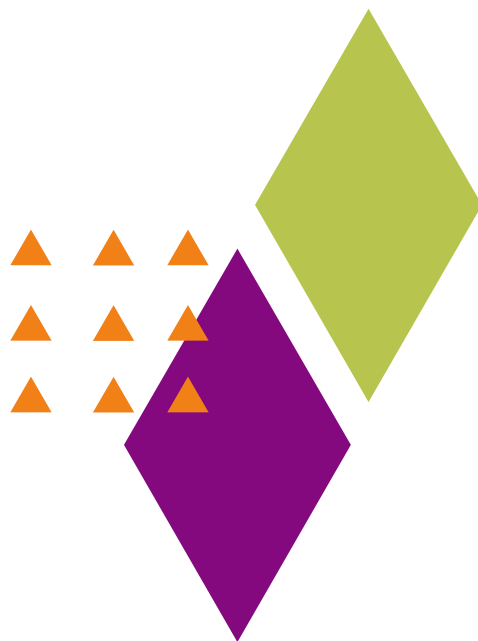
## Our Labels



ENTREPRISE  
SOCIALEMENT  
RESPONSABLE

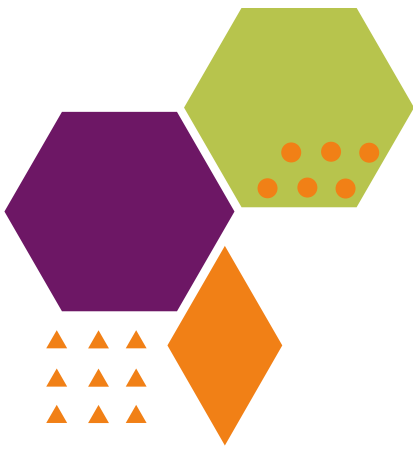






## Table of contents

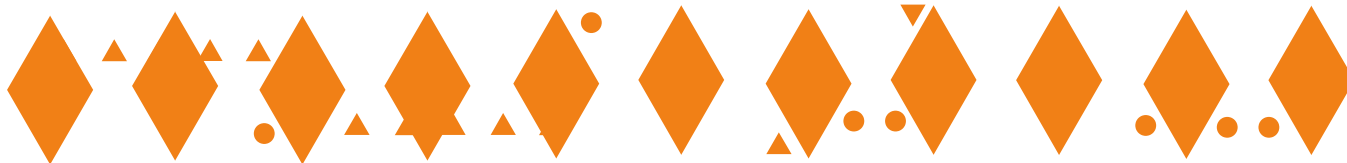
<b>4</b>	Introduction	<b>34</b>	Efficiency
<b>5</b>	Leadership	<b>44</b>	Well-being at work
<b>16</b>	Communication		
<b>28</b>	Teamwork		



# Leadership

- 1.1. Health and safety at work: be aware and manage stress-related risks at work
- 1.2. Conducting appraisal interviews and giving feedback
- 1.3. Implementing changes successfully
- 1.4. Leading - The right way! "Conscious Leadership"
- 1.5. Manager as Coach
- 1.6. Coaching others through change and transformation processes
- 1.7. Understand and improve diversity in the workplace
- 1.8. Delegate to improve performance
- 1.9. Increase engagement and motivation of your employees
- 1.10. Improve the quality of life at work





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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Health and Safety at work: be aware and manage stress-related risks in the workplace**

### Audience

Management

### Goals

- Understand the reasons why workers experiencing prolonged stress at work may go on to suffer serious mental and physical health problems
- Learn to identify psychosocial risks in its' own work environment
- Being able to estimate the degree of suffering of the members of the team

### Program

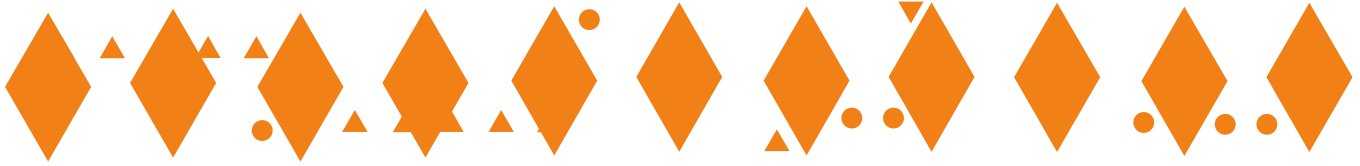
- Understand the meaning of psychosocial risks and measure their impact in the workplace
  - Analyse work-related stress and identify different levels of tolerance to stress
  - What are psychosocial risks in the workplace?
  - Measure the impacts on the health of each individual
  - Understand the consequences on the whole organisation
- Detect and analyse difficult situations
  - List indicators
  - Get support from the professionals: work medicine, health and safety officer ...
  - Identify the different risk factors
  - Detect the risks as early as possible, ask the right questions
- How to prevent PSR and how to detect individuals at risk
  - Evaluate the situations at risk: criteria, inquiry and assistance
  - 3 levels of intervention: primary, secondary and tertiary
  - Adapt solutions to each individual case and context
  - Put in place preventive actions
- Assist your team member at risk and learn how to prevent your own health
  - Allow space for expression and verbalisation
  - Train how to inquire and reformulate
  - Learn how to keep your empathy distance in a difficult situation
  - Develop emotional intelligence skills to assist your team members
- Alert the parties in charge of prevention
  - Assist to a certain limit of your function and skills
  - Alert the right parties by respecting the confidentiality issue
- Conducting a conversation after a sickness leave
  - Define time and purpose of such a conversation
  - Ask the right questions
  - Motivate and accompany the return

Time frame  
2 Days

Trainer  
Claudine Schmitt

Organisme de formation professionnelle continue  
No. 10004361/2

**Code EN1.1**



Wellbeing at Work Sàrl  
Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Conducting appraisal interviews and giving feedback**

### Audience

Team-leader

### Learning Goals:

- What is feedback and why is it an effective management tool?
- Which techniques can I, as a manager, apply when giving feedback?
- How best to express appreciative and constructive feedback?
- How to best to tackle difficult conversations and how best to prepare for these?
- How do I maintain a positive approach (recognizing values and goals), even in difficult conversations? How do I learn to recognise what is important to me?

### Learning Achievements

- Being able to apply feedback as an important part of leadership
- Knowing basic techniques for giving and receiving feedback
- Being able to formulate feedback and adapt it to specific target groups
- Conducting constructive appraisal conversations as an important part of leading people.
- Know the characteristics of difficult conversations (e.g. poor performance feedback, behavioural change) and conduct them in a constructive goal-oriented and professional manner.

### Time frame

1 Day

### Trainer

Susanne Arend



Wellbeing at Work Sàrl  
Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Implementing change and transformations successfully**

### Audience

Teamleader

### Learning Goals

- Identify and evaluate the extend and impact of changes and transformations throughout the company
- Know and consider the different phases of the change process
- Engage employees in the change process and support them during the change process
- Understanding resistance to change and methods on how to deal with it.
- Evaluate the change process and adjust accordingly.

### Learning Achievements

- Plan the change and transformation process based on the strategic goals.
- Being able to manage the entire change processes – Being able to engage and support staff through every phase.
- Ability to assess the employee's willingness and ability to change and assist them accordingly.
- Dealing with resistance to change constructively.
- Evaluation of the change process - what have we learned, where to from here?

### Time frame

1 Day

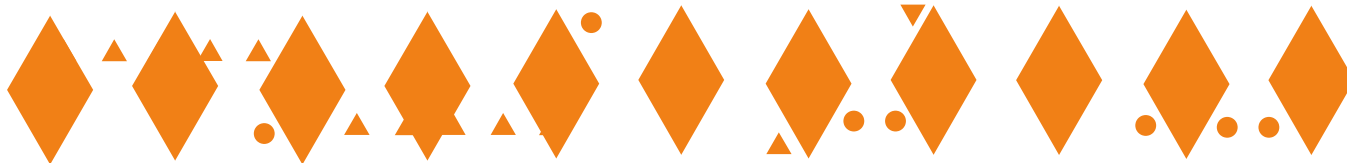
### Trainer

Susanne Arend

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No. 10004361/2

**Code EN1.3**





Wellbeing at Work Sàrl  
Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Leading - The right way! "Conscious Leadership"**

### Audience

Team leader, manager

### Goals

- Recognize their leadership style and use their strengths to motivate their employees.
- Use communication successfully.
- Build a common understanding of values with their team.
- Discover the energy of consciousness for themselves and their environment.
- Internalize and consciously execute the role of leadership.
- Empower their teams to act responsibly.
- Adapt your communication to the interlocutor.
- Act as a role model.
- Lead in accordance with their values.
- Convince through clear decisions.
- Communicate respectfully and understandingly.
- Proceed empathetically and coherently.
- Inspire people to act in a spirit of trust.

### Program

1. Self-awareness
  - Discover different personality styles
  - Discover own behavioural style
  - Discover strengths and improvement potential in their own style
2. Adapt communication
  - Recognize the behavioural style of one's conversation partner
  - Adapt one's communication to the behavioural style of his conversation partner
  - WIN-WIN situations through effective communication
3. Conscious leadership
  - Different leadership styles
  - Interaction of consciousness and reality
  - From self-guidance to guidance
  - Understanding the roles in management
  - Leading and being led
  - Importance of motivation
4. Empowerment
  - Giving confidence and reaping trust
  - Making participatory decisions
  - Small steps from process to success

### Time frame

2 Days

### Trainer

Claudia Closmann-Neumeister

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**Code EN1.4**



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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Manager as Coach**

### Audience

Manager, Team leader

### Learning Goals

- Manager as Coach - what is special about this role? How does it differ from other management styles?
- What mindset and attitude, does this require? What is my viewpoint?
- Understanding leadership situations conducive to coaching.
- Learning different coaching methods.
- Understanding when best to apply these effectively?

### Learning Achievements

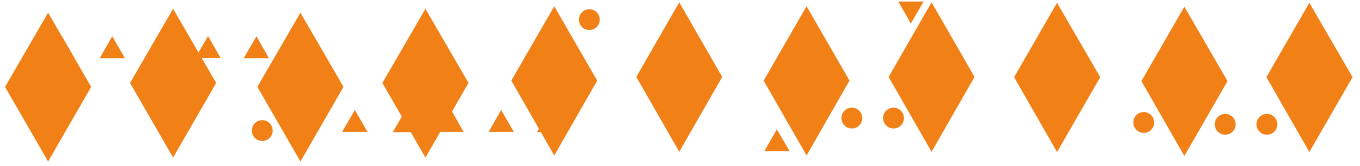
- Knowing what is coaching and how does it differ from leading, managing, instructing?
- Understanding and being able to implement the role of 'manager as coach'.
- What can I achieve with coaching and how does it influence the performance of my staff?
- Understanding how it affects and influences the climate in the organisation more broadly?
- Understanding the different coaching situations – achieving positive outcomes.
- Learning coaching techniques and interventions and being able to apply them in a systematic way

### Time frame

1 Day

### Trainer

Susanne Arend



Wellbeing at Work Sàrl  
Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Coaching others through change and transformation processes**

### Audience

Team leader

### Learning Goals

- Evaluate necessary changes for the company (what should change and why), plan and communicate these.
- Engage with all stakeholders to enlist their support for the change and transformation process.
- Apply coaching techniques to ensure cooperation and involvement of all stakeholders in the change process – allowing for an exchange of experiences, ideas, customer wishes, expectations, etc.
- Joint development of a change plan for implementation (tasks, timelines and goals).
- Create evaluation criteria (results & successes) for the change - what went well, what still has to change?

### Learning Achievements

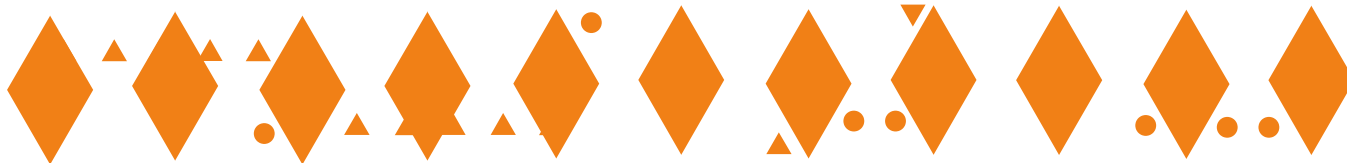
- Plan, communicate and manage changes throughout the company.
- Inspire employees to change - coach them to actively participate in change - apply coaching approaches
- Ability to accompany, support & coach employees during change, involve them in taking decisions and successfully managing change

### Time frame

1 Day

### Trainer

Susanne Arend



Wellbeing at Work Sàrl  
Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Understand and improve diversity in the workplace**

### Audience

- HR Manager
- Team Leader, Department Head
- Anyone interested in diversity

### Goals

- Understand diversity regulations and impacts
- Identify the various forms of diversity
- Identify important diversity indicators and actions to take to improve diversity (individual action plan)
- Measure the impact of diversity in the workplace

### Program

- Understand diversity regulations and impacts in the workplace
  - Definition of diversity
  - Impacts on equality and non-discrimination
- Identify various forms of diversity
  - Gender and sexual orientation
  - Age / generations
  - Culture: languages, nationalities, religions
  - Parenthood: maternity, parental leave, working time
  - Performance, talent and employability management
- Understand what is at stake
  - Benefits
  - Challenges: stereotypes and unconscious bias
- Understand the actions to take to improve diversity
  - Identify key indicators that can be improved (dashboards, satisfaction surveys, cost management, turnover, etc.)
  - Implement policies and procedures
  - Ensure the support of key stakeholders: Management, HR, employees
  - Communicate internally and externally
- Measure the impact of diversity
  - Define an action plan (what, who, when, how?)
  - Track key indicators

### Time frame

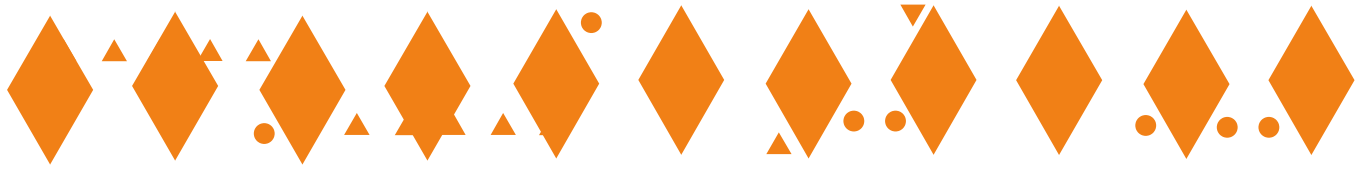
1 Day

### Trainer

Stéphanie Bouchend'homme

Organisme de formation professionnelle continue  
No. 10004361/2

**Code EN1.7**



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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Delegate to improve performance**

### Audience

- Beginners in a management position or individuals transitioning into a role of managing /supervising people for the first time
- Local managers wishing to consolidate or improve proficiency around management skills

### Goals

- Learn how to delegate to balance your workload
- Use delegation as a tool for developing skills of your team members
- Master the steps of the delegation process

### Program

- Clarify the role of a manager
- Clarify what means "to delegate"
  - Define "delegation"
  - Understand the benefits of delegating
  - Understand the consequences of not delegating
  - Understand the obstacles to delegation
- Balance workload and allow skills development
  - Identify what to delegate and to whom
  - Identify the pitfalls to work through
  - Understand the delegation process
- Communicate with your team members
  - Prepare and hold a delegation conversation
  - Follow-up and provide feedback on results

### Time frame

1 Day

### Trainer

Stéphanie Bouchend'homme

Organisme de formation professionnelle continue  
No. 10004361/2

**Code EN1.8**





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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Increase engagement and motivation of your employees**

### Audience

- Beginners in a management position or individuals transitioning into a role of managing /supervising people for the first time
- Local managers wishing to consolidate or improve proficiency around management skills

### Goals

- Strengthen the commitment of your employees to reduce turnover
- Understand the motivational drivers for a better team management

### Program

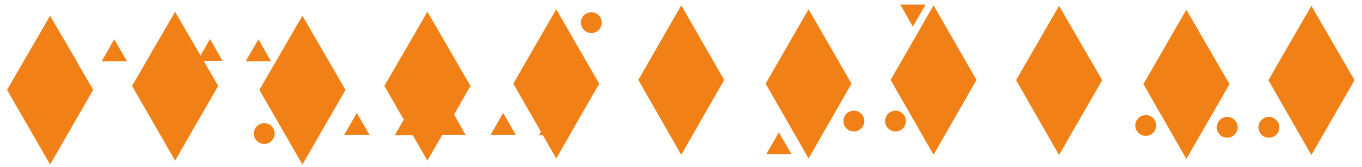
- Define engagement
  - Identify what engagement looks like (behaviours)
  - Consider actions to take to improve employees' commitment
  - Explore some managers' behaviours that influence employees' engagement
  - Understand obstacles and consequences of a lack of engagement
- Define motivation
  - Identify what motivation looks like
  - Identify the motivational drivers
  - Understand the impact of managers' behaviours on employees' motivation
  - Motivate through recognition, feeling of belonging to a group, working conditions, interest in work and self-fulfilment.
- Analyse the individual situation of participants vs. their teams and start to work on an action plan

### Time frame

1 Day

### Trainer

Stéphanie Bouchend'homme



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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Improve the Quality of Life at Work**

### Audience

- Human Resources Managers
- Service Managers
- Project managers

### Goals

- Provide the manager with a toolbox to improve the quality of life at work and the proper functioning of his team
- Understanding the relationship between work and health
- Identify sources of stress in the work environment
- Be able to identify risk factors in work organization and risky managerial practices
- Detect signs of stress in employees

### Program

- The meaning of work
- The effects of work on health
- Stress factors at work
- The 6 families of psychosocial risk (PSR)
- The effects of PSR on physical and mental health
- The link between workload and performance
- Work overload, work constraints, stress and their consequences on physical and mental health
- How to create health? Manager's toolbox to promote occupational health
- Build an action plan to improve management practices

### Time frame

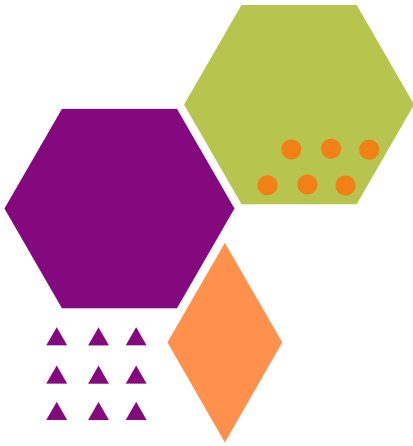
2 Days

### Trainer

Claudine Schmitt

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**Code EN1.10**



# Communication

- 2.1. Communication in a professional environment
- 2.2. Appreciative communication
- 2.3. DISC - Discover your personality
- 2.4. Difficult conversations
- 2.5. Preventing and handling difficult situations
- 2.6. Problem solving and conflict management
- 2.7. Successfully influencing people
- 2.8. DISC - Building a customer relationship and managing negotiations
- 2.9. DISC - Better communication with colleagues
- 2.10. Develop assertiveness
- 2.11. Intergenerational collaboration in companies





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[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Communication in a professional environment**

### Audience

Any collaborator

### Goals

The participants learn:

- Their preferred speaking and listening style and how it affects their ability to communicate.
- How stress affects their communication and their ability to handle conflict.
- The escalation stages of conflict.
- De-escalation communication techniques (active listening, I-messages, escaping the eternal conflict loop).

### Program

- Self-discovery
  - Four sides of a message.
  - Discovering their own communication style.
  - Discovering how stress affects their style.
  - Discover strengths and growth areas in their style.
- Adapting
  - Discovering someone else's communication style and needs.
  - Establishing trust and understanding through active listening.
  - De-escalating through I-messages.
- Building
  - Awareness of the different stages of escalation and how to deal with them.
  - Creating sustainable relationships by moving away from a culture of blame to a culture of mutual respect and accountability.

### Time frame

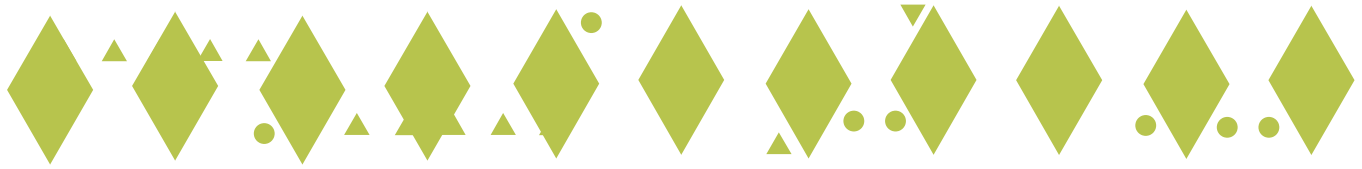
2 Days

### Trainer

Claudia Closmann-Neumeister

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No. 10004361/2

Code EN2.1



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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
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## **Appreciative communication**

### Audience

For all those who want to improve their communication (according to the model of Marshall B. Rosenberg - Nonviolent Communication).

### Goals

- Recognize and improve your own communication
- Learning to communicate efficiently and authentically without hurting the other person.
- To get to know communication channels in order to be able to communicate across all hierarchical levels in an appreciative way.
- Learn to use this form of communication for conflict resolution.

### Program

- Communication patterns and communication disorders
- Perception and interpretation
- Values and valuations
- The 4-Ear Model
- Basic principles of communication (Schulz von Tun and Paul Watzlawick)
- Areas of responsibility in life
- Self-empathy and empathy
- 4 steps of non-violent communication
- Basis of conflicts: needs
- Difference between need and strategy
- Difference between request and demand
- Regretting and learning from it / expressing regret to others
- Appreciation and gratitude for oneself and others
- Completion and integration into everyday life

### Time frame

2 Days

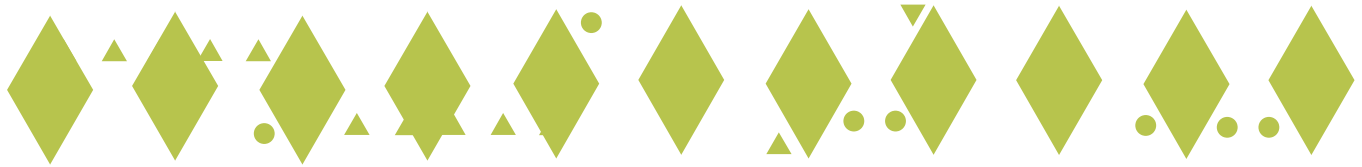
### Trainer

Claudine Schmitt

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Code EN2.2





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## **DISC - discover your personality**

### Audience

Everyone who's interested

### Goals

- Discover your personality type with the "DISC" method and start making changes in yourself to better respond to everyday professional situations.
- Understand your deep motivations and discover your most beautiful strengths, but also your limitations, to learn how to overcome them.
- Understand other types of personalities and develop empathy.
- Pay attention to the differences and adapt your communication and motivation to the type.

### Program

- Get to know the tool "DISC" and recognize the 4 styles.
- Learn to highlight your strengths.
- Learn to accept the strengths of others.
- Understand the behaviour of your customers and react accordingly.
- Adapt your leadership style to your skills and resources.
- Recognize your motivations at work.
- Learn to control your behaviour in situations.
- Learn to recognize the behaviour patterns of your employees.
- Understand how others interpret your behaviour.
- Learn to adapt your communication to your interlocutor.
- Learn how to lead your team and maximize performance.
- Recognize and optimize your leadership qualities.
- Learn to highlight your strengths and gain self-confidence.

### Time frame

2 Days

### Trainer

Claudine Schmitt

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN2.3



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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## Difficult conversations

### Audience

Any collaborator

### Goals

- Review and optimize your own communication behaviour and discussion strategy
- Learn to break through unproductive communication patterns
- Conduct difficult conversations in a goal- and solution-oriented way

### Program

- Don't be afraid of difficult conversations!
  - What makes conversations difficult
  - Considering the framework conditions
  - Appropriate behaviour towards challenging interlocutors
  - Productive and inhibiting communication techniques
- Mastering special conversation situations with confidence
  - Sympathy and trust - the basis of successful communication
  - Learning to understand each other
  - Clarity about self-image and image of others
  - Language and body language - how to communicate professionally
  - The inner attitude - the other person feels your attitude
  - Useful conversation techniques: target-oriented questioning, active listening, argumentation aids, dealing with objections and resistance
  - Using metacommunication
  - Effective preparation and follow-up of conversations
- Practical tips for critical or difficult conversations
  - Giving and receiving feedback
  - Conducting critical discussions constructively and motivationally
  - The angry customer: dealing successfully with complaints and claims
  - Deescalating and mediating conflicts
  - Successful conduct of negotiations
- Appropriate handling of stress and emotions
  - Recognizing and accepting emotions
  - Control one's own anger and anger and stay at the factual level
  - Confident handling of emotional interlocutors

### Time frame

2 Days

### Trainer

Claudia Closmann-Neumeister

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No. 10004361/2

Code EN2.4



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[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Preventing and handling difficult situations Conflict Management 1**

### Audience

This program is aimed at people who want to question and change their own conflict behaviour.

### Goals

- Learning what conflicts are and how they affect us
- Identifying conflict types and steps
- Developing one's own style of communication under stressful conditions
- Acquiring methods that lead from win-lose/lose-lose to win-win situations

### Program

- Introduction to the topic
- What is a conflict?
- Which types of conflict are there?
- What levels of conflict are there?
- How one's own perception can influence conflict evaluation
- De-escalating communication styles
- Learning to conduct effective conflict talks
- Healthy conflict behaviour as a motor for change
- Introspective and Outlook

### Time frame

2 Days

### Trainer

Claudia Closmann-Neumeister

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN2.5



Wellbeing at Work Sàrl  
Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Problem solving and conflict management 2**

### Audience

Only for those, who have completed the Conflict Management 1 seminar.

### Goals

- Constellations in conflicts
- Recognizing your own role in conflicts
- Questioning your own conflict behaviour and changing it through acceptance
- Recognize the conflict behavior of others and act accordingly
- Recognising the inner posture and taking up a position
- Recognising and changing conflict structures
- Preventing conflict situations
- Maintaining the overview in problematic cases "the power lies in peace".
- Share: our problem vs your problem
- Acting emotionally intelligent in a problem situation
- Questions about "WHY" and "HOW", not "WHO".

### Program

- Triads
  - What is a Triad
  - Recognizing triads and reflecting on your own role
  - Meaning of triads in the system
  - Drama triangle
  - Psychological roles in the drama triangle
- Personality styles and disorders
  - What is personality
  - Different personality types
  - Various personality disorders
  - Effects of personality types and disorders in relationships
  - Relationship motives
- collusions
  - What are collusions?
  - Various collusion constellations
- The square of values and development
  - What is the square of values and development?
  - Personality development through the square of values and development
- transactional analysis
  - states of self
  - life scripts and their consequences
  - Parent-child-adult me
  - Communication structures
- The games of the adults
  - Overview of different "games" and their meaning
  - Analysis of your own playing behaviour
  - Strategies for the successful ending of playing games

### Time frame

2 Days

### Trainer

Claudia Closmann-Neumeister

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**Code EN2.6**



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Tel: 26594787

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## Successfully influencing people

### Audience

For everyone who is interested

### Goals

- Recognising and using your own strengths
- Accept weaknesses and develop strengths from them
- Recognize the needs of the counterpart
- The difference between manipulation, influencing, and "nudging"
- Create win-win situations - negotiate successfully
- Solving conflicts before they occur
- to win people over to you and your cause
- to design situations in a way they end successfully
- To manage irrational decisions of the counterpart
- Use language, body language, facial expressions and gestures authentically and with confidence.
- Developing a positive attitude
- Take an interest, show honest commitment
- Acting emotionally intelligent and solution-oriented
- Open for change
- Be prepared to take risks
- Do not be discouraged by defeats

### Program

- Influence vs Manipulation
  - Work out the differences
  - How much of an influencer/manipulator is in me?
  - Positive/negative experiences with influence and manipulation
  - Dealing with authority
- Language/Body language/Mimics/Gestic/Feelings
  - Communication
  - Emotions and emotion control
  - Inner dialogue
  - Body language/mental attitude Consistency - authenticity
  - What does our body language say about us?
  - Understanding and speaking the language of the other person
- Self-image/foreign image/self-image of the external image/self-awareness
  - The role of prejudices in dealing with other people
  - How do I see myself? How do I see others? How do others see me? How do I see myself and others see me?
  - Development of strengths
  - Identification of weaknesses and how they can be transformed into strengths
- Nudging - step by step to the big goal
  - Learning of situational optimization possibilities
  - Prepare important subjects
  - Timing

### Time frame

2 Days

### Trainer

Claudia Closmann-Neumeister

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN2.7





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## **DISC - Building a customer relationship and managing negotiations**

### Audience

Commercial employee  
Salesman  
Any person who is in contact with customers

### Goals

- Understand the diversity of customer needs and motivations
- Recognise the importance of adapting the sales strategy to the needs of the customers
- Understand the DiSC dimensions and the customers' requirements for purchase
- Build natural and influential relationships with the customers
- Gain sensitivity for occasions in which negotiation is purposeful
- Get to know the tactical means of leading negotiations
- Gain advantages through a good preparation of the negotiation
- Know the roles in negotiations and be able to assess bargaining power
- Knowing and understanding the success factors of a negotiation

### Program

- Introduction to the DiSC dimensions
- Discover the four dimensions of behaviour and explore the general preferences of your dimension.
- Adapt your communication to different behaviours
- Recognize the behaviours of others
- Guidelines for the understanding of human beings
- Understand and respond to your customer's behaviour
- Forms of negotiation
- Negotiation strategies
- Negotiation styles
- Bargaining power
- How to negotiate successfully and manage the process of negotiation

### Time frame

2 Days

### Trainer

Claudine Schmitt

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN2.8



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[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **DISC - Improve your communication with your colleagues: adjust to their personality**

### Audience

Anyone who is interested in adapting their style of communication to the personality of their colleagues.

### Goals

- Understand your personality and that of your interlocutors better.
- Better communication with all your interlocutors
- Work together as part of a team with more efficiency and harmony by constructively using differences.

### Program

- Presentation of the 4 dimensions and their impact on attitudes, behaviours and relationships with others
- Presentation of the 16 personality types
- Characteristics and properties
- Potential assets and development areas
- How others can perceive them
- Dynamics of types and personal development
- Applications of the "DISC" test and analysis of the results
- Better conflict management
- Psychological Types and Change Management
- Use complementarities to solve problems constructively

### Time frame

1 Day

### Trainer

Claudine Schmitt

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN2.9



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[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Develop your assertiveness**

### Audience

Anyone wishing to improve their communication skills

### Goals

- Develop self-confidence and assertiveness
- Cope with negative behaviours

### Program

- Know the basics about assertiveness
  - Define assertiveness
  - Know how to behave in front of a stressful situation: aggressiveness, passive attitude/escape reaction, manipulation, assertiveness
  - Be aware of your own behaviour
  - Recognize and welcome emotions
- Understand the benefits of assertiveness
  - Learn to say no, cooperate and set boundaries
  - Improve active listening and observing skills
  - React in a constructive way: change a problem into a new challenge
- Express your needs, feelings, opinions

### Time frame

1 Day

### Trainer

Stéphanie Bouchend'homme

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN2.10



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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Intergenerational collaboration in companies: brake or springboard?**

### Audience

Management

### Goals

- Understand the typology of the 4 generational profiles,
- Define each of the profiles according to significant axes (relationship to time, knowledge, authority, etc.),
- To bring to light their differentiating characteristics (needs and functioning),
- Identify your own generational profile,
- Reflect on the generational profiles of current and future customers,
- Understand the contribution/role of the younger generations Y and Z in the company,
- Co build a collaborative approach based on this diversity to answer these 4 questions:
- How to hire a Z profile and what role should it play?
- How to motivate an X profile and what role should it play?
- What role should the Y-profile play and what role should it play?
- What mission(s) for the BBs?

### Program

#### Time 1:

0. Inclusion
1. Quantified presentation of this Momentum to understand the stakes
2. Presentation of conflicting video testimonies on the generational subject
3. Debates on the subject to dispel preconceptions

#### Time 2:

1. Presentation of the results of the surveys conducted by P'OP and the LIST
2. Feedback from participants' experiences based on their reality in the field
3. Identification of participants' managerial needs

#### Time 3:

1. Presentation of existing managerial practices according to the type of organization
2. Co construction of solutions by workshops
3. Sharing of good managerial practices

#### Time 4:

1. Final declaration by the 3 A's

### Time frame

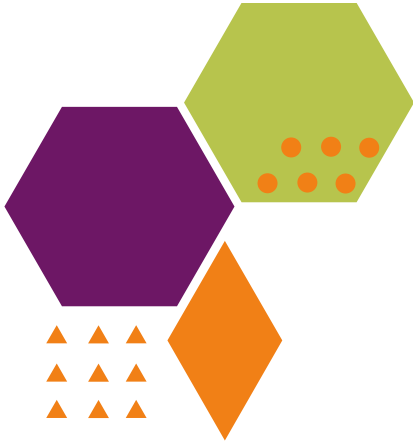
1 Day

### Trainer

Béatrix Charlier

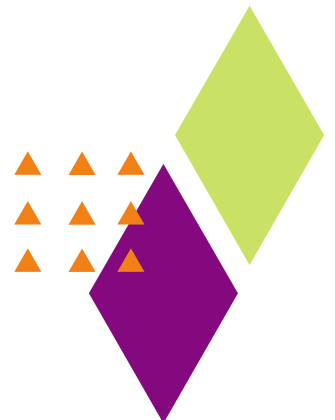
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No. 10004361/2

Code EN2.11

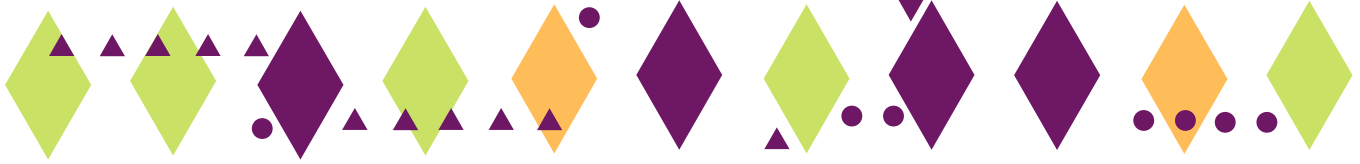


# Teamwork

- 3.1. Developing Teams into high performance Teams
- 3.2. Forming new Teams
- 3.3. Managing change for Teams
- 3.4. Team management - basics of success
- 3.5. Team management - successful Teamwork







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Tel: 26594787

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[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Developing teams into high performance teams**

### Audience

Manager, Team leader

### Learning Goals

- Learning the tools and techniques of team development
- Understanding and diagnosing team performance issues and learning to resolve these?
- Knowing and being able to assist the team into a high performance team.
- Moderation of team meetings - how do we make decisions as a team?
- What is our purpose (mission, goal, vision) and what are the team's competencies to achieve these? What is still missing, and which competencies do we have to develop? What competencies might we need in the future?
- How can we learn from each other and maintain our level of knowledge? What learning and review processes do we need to put into place?
- How can we as a team self-organise? What role do I, as leader take on?
- Understanding our clients, their needs and demands and adjusting team efforts accordingly.

### Learning Achievements:

- Conducting regular team checks: Where do we stand as a team, what are our strengths and weaknesses? Where is adjustment needed?
- Understanding team phases: What phase of team development are we currently in and how satisfied are we with it? What changes are needed?
- Developing team performance: How successful are we currently? What can we be proud of? Where do we have room for improvement?
- Maintaining team spirit: How do we experience the climate and morale in our team? How can we keep up support and energy levels?
- Ongoing team development: Processes and techniques to continuously evolve and learn? Methods for sharing knowledge and information.

### Time frame

3 Days

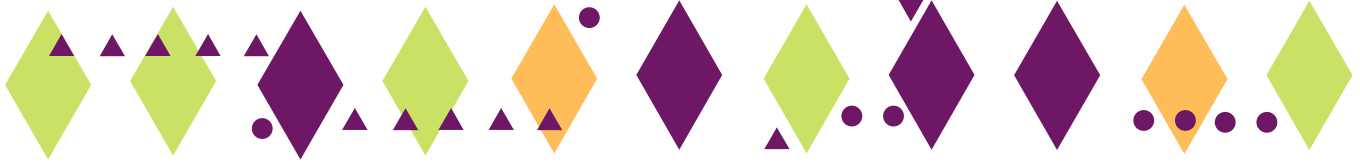
### Trainer

Susanne Arend

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Code EN3.1





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Tel: 26594787

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[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Forming new Teams**

### Audience

Manager, Team leader

### Learning Goals

- Understanding the fundamentals of team work – what makes a team successful?
- Developing the purpose, strategy and goals of a team.
- Determine concrete tasks for each team member according to their skills, knowledge, experience and ability.
- Understanding competences and using them efficiently - which competences are already present in the team and what is still missing?
- How to organise the work load and responsibilities within the team – decision-making and accountability within the team.
- How to maintain motivation and a supportive mindset within the team as important conditions for performance and goal achievement

### Learning Achievements

- Understanding and developing the skills and strengths of employees
- Development of a team strategy, deriving goals and tasks, applying the strengths of existing team members.
- Moderation of team workshops to align values, goals and tasks.
- Preparing and conducting delegation of tasks with the team.
- Understanding my role as a team leader – how can I best support the team and facilitate performance.
- Team learning: How can we learn from each other and maintain our level of knowledge?

### Time frame

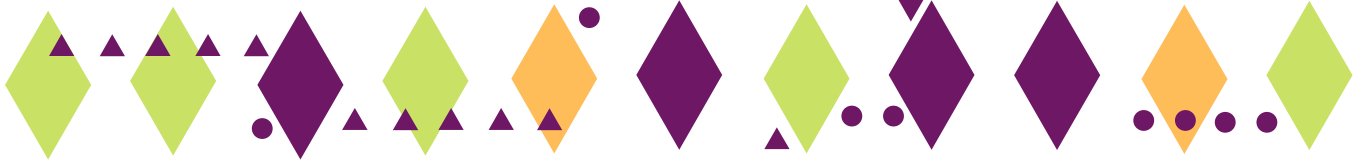
3 Days

### Trainer

Susanne Arend

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN3.2



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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Managing change for Teams**

### Audience

Team-leader and Team

### Goals

- Being able to prepare your own team for upcoming changes
- Know and consider phases of the change process
- Informing and involving employees with a sense of perspective
- Recognizing and reducing resistance to change
- Support motivation for change through targeted competence development

### Program

- Diagnostics of the team members' willingness to change
- Assessment of the individual's ability to change
- Selection of suitable support measures depending on existing change competence
- Correct information and meaningful participation in upcoming changes
- Lessons learned: What have we, as a team, learned by coping with change and how we will use this in the future.
- The team as initiator of change: How can the team initiate important changes?
- Learning in a team: How can we learn from each other and maintain our level of knowledge?

### Time frame

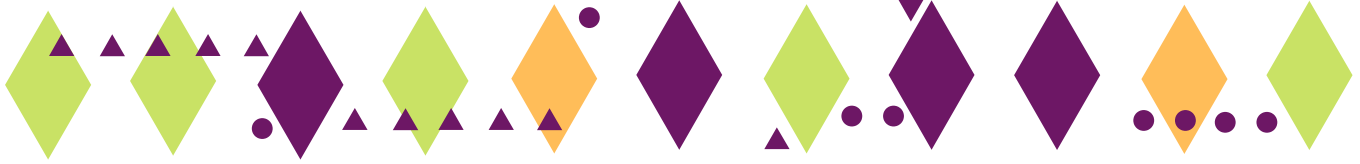
3 Days – Team-coaching

### Trainer

Susanne Arend

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Code EN3.3



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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Team management - Successful Teamwork**

### Audience

Team leader

### Goals

- How can I motivate my team to perform better and work better together?  
Define goals and tasks
- What are the different personalities in the team and how do they work together? How do I get a positive atmosphere in the team?
- What competences do I have in the team - what is still missing? What can we achieve?
- How is the atmosphere in the team and how can I improve it? What are our values and how do we want to deal with each other?
- Finally: Creation of an action plan to efficiently challenge and support my team.

### Program

- How does a team develop and changes? Knowing and being able to manage change phases of teams
- What keeps a team together and how is good performance achieved?
  - What are the team goals and how do we create them together?
  - How is the work and responsibility divided within the team - what are the strengths and competences of the members?
  - How do we deal with each other - communication and values?
  - What is the workflow and process like - what works well and what should be improved?
- Master the concept and moderation of team meetings

### Time frame

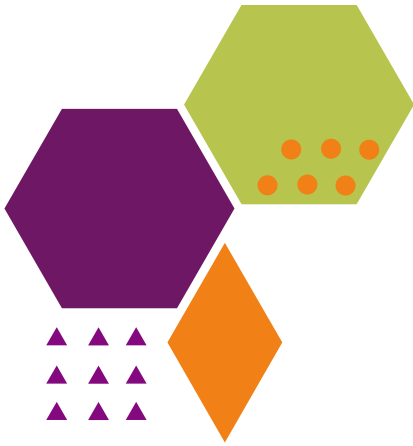
2 Days

### Trainer

Susanne Arend

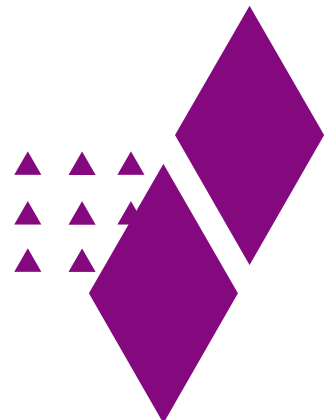
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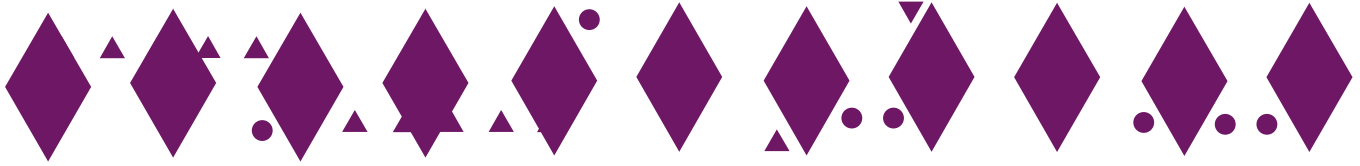
Code EN3.4



# Efficiency

- 4.1. Time management tools - Learning how to better manage your time
- 4.2. Enhance health and wellbeing in the workplace - stressmanagement and burn-out prevention
- 4.4. Running meetings effectively
- 4.5. Hold an annual appraisal interview
- 4.6. Sales techniques and costumer service
- 4.7. Change management
- 4.8. PPresenting and moderating
- 4.9. Improve teleworking
- 4.10. Be prepared to transfer your professional knowledge and know.how





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## **Time management tools** **"Learning how to better manage your time".**

### Audience

Everyone

### Goals

- Identify the classic pitfalls of time management.
- Define your goals and identify your scope of action for time management.
- Clarify the priorities of your mission by integrating the expectations of your professional partners.
- Identify your activities with high added value.
- Distinguish between urgency and importance and create a matrix of priorities.

### Program

- Individual consciousness of time.
- Creation of a daily plan.
- Pareto principle.
- Organize your schedule in a realistic and balanced way.
- Use checklists.
- How to define priorities?
- Disturbances, distractions and waste of time.
- Acquisition of techniques and tools of time management.
- Organization of electronic messages.
- Use of work plans.
- Balanced work-life balance.

### Time frame

1 Day

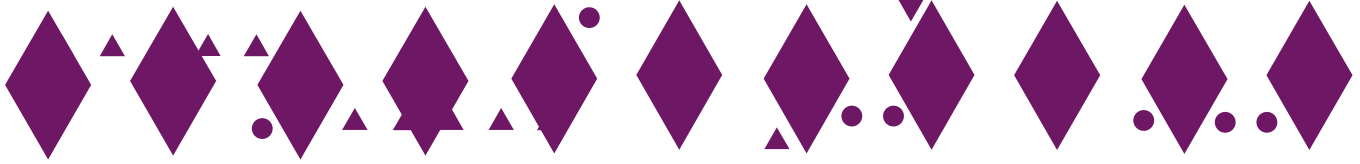
### Trainer

Claudine Schmitt

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN4.1





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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Enhance Health and Well-being in the Workplace Good practice benefits everyone**

### Audience

Everyone

### Goals

- Strengthening of physical and mental health
- Enhance motivation, work satisfaction, better relationships
- More effective handling of stressful situations
- Managers learn to enhance well-being of their team members, improving morale and achievements

### Program

- What is stress? – positive & negative stress
- Causes, Signs & Symptoms of stress (individuals & group)
- The role of the manager
- Management competencies-work related stress
- Action based strategies (boundaries, job analysis)
- Perception based strategies (way of thinking, imagery)
- Coping; introducing coping strategies (centering, meditation, finding inner peace)

### Time frame

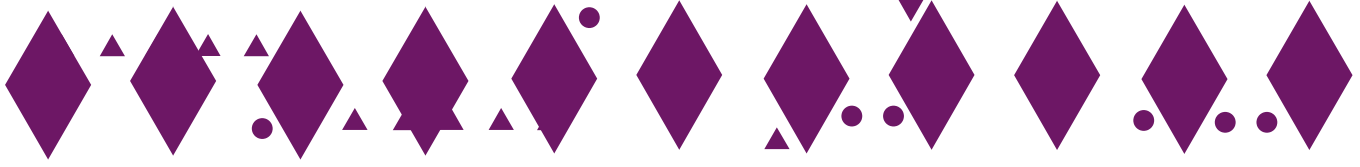
2 Days

### Trainer

Claudine Schmitt

Organisme de formation professionnelle continue  
No. 10004361/2

**Code EN4.2**



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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Running Meetings Effectively**

### Audience

Any person responsible for organizing meetings

### Goals

- The fundamentals of conducting meetings
- The purpose of meetings
- The different forms of meetings
- How to plan meetings
- How to participate effectively in meetings
- How to establish the purpose and agenda for meetings
- The role of leaders in meetings
- How to eliminate groupthink in meetings
- How to resolve conflicts in meetings
- How to communicate clearly in meetings
- How to facilitate participants' progress toward the meeting goals
- How to conclude successful meetings
- How to ensure follow-through

### Program

- Fundamentals of conducting meetings: the purpose of meetings, planning meetings, participating in meetings and closing meetings.
- Managing meetings: the role of leaders, decisions and ideas, eliminating groupthink.
- Conflicts, climates, and difficult personalities: resolving conflicts, meeting climates
- Communicating as meeting leaders: communicating clearly, using effective language
- Listening effectively and asking questions: Improving listening skills, asking effective questions
- Following through: which types of protocols are useful, creating accountability

### Time frame

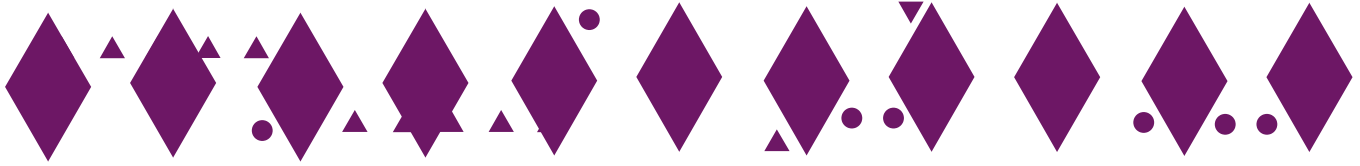
1 Day

### Trainer

Claudia Closmann-Neumeister

Organisme de formation professionnelle continue  
No. 10004361/2

**Code EN4.4**



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[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Hold an appraisal interview**

### Audience

- Managers, department Heads
- HR professionals

### Goals

- Learn how to prepare and hold an annual appraisal conversation

### Program

- Define the objectives of the conversation
- Prepare the annual appraisal conversation
  - Identify achieved goals vs. goals in progress
  - Identify strengths and areas for improvement
  - Express improvements in a positive way
- Understand the steps for an efficient conversation
  - Positive reception
  - Review achievements
  - Approve areas of improvement
  - Define new SMART goals and actions plans
  - Conclude
- Recognize this key moment in the management of your team
  - Plan and take your time
  - Motivate team members to prepare
- Work on case studies - Prepare an individual action plan

### Time frame

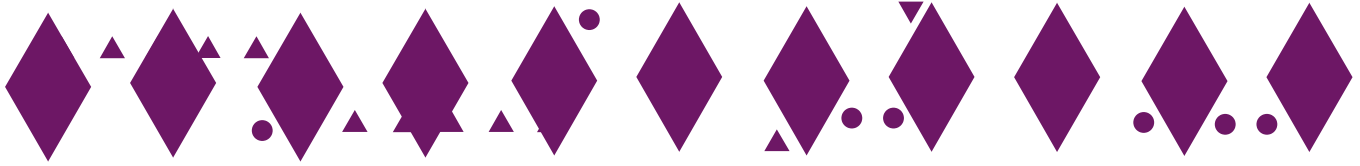
1 Day

### Trainer

Stéphanie Bouchend'homme

Organisme de formation professionnelle continue  
No. 10004361/2

**Code EN4.5**



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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Sales techniques and customer service**

### Audience

Management

### Goals

- Know and apply the basics of psychological conversation.
- Reflect on clients' expectations for a sales consultation.
- Internalize the difference between consulting and sales.
- Be able to conduct a professional consultation.
- Be able to conduct a professional sales conversation.
- Be able to manage and close a conversation.

### Program

- What kind of advice does my client want? What are the typical requirements?
- What is part of customer service?
- Customer requirements.
- The different methods of giving advice.
- What is part of a sales advice?
- Sales methods and purchase signals.
- Construction of a sales conversation.
- Building a sales conversation.
- Gain the confidence to conclude a transaction if a purchasing situation develops as a result of a sales conversation.

### Time frame

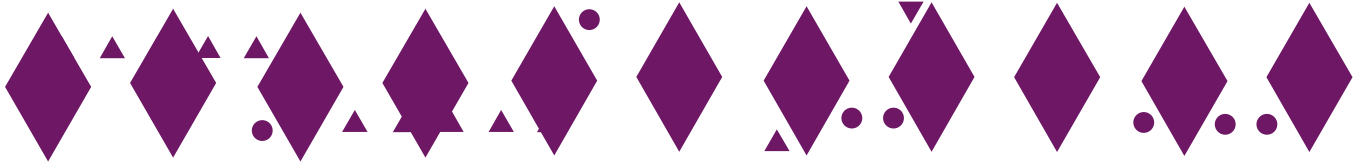
1 Day

### Trainer

Claudine Schmitt

Organisme de formation professionnelle continue  
No. 10004361/2

**Code EN4.6**



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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## ***Change management***

### Audience

Employees

### Goals

- To perceive changes and their effects on your working life.
- Dealing constructively with change and integrating it into your everyday life.
- To understand and possibly accompany other people in their individual change process.

### Program

- Definition change management: what is change?
- Working with the change curve – the experience of change in my environment
- Taking responsibility for the constructive design of change.
- What challenges and opportunities do I perceive? How can I implement them?
- What effects does the change of others have on me?
- How can I align my goals and needs with those of others?
- Which of my strengths help me in change management? How can I use them efficiently and expand my room for action?

### Time frame

1 Day

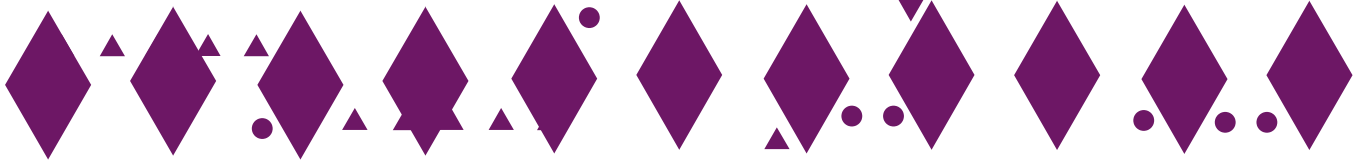
### Trainer

Susanne Arend

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN4.7





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Tel: 26594787

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[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Presenting and moderating**

### Audience

Any collaborator

### Goals

- Create presentations for specific audiences.
- Structure presentations well, use visual techniques effectively.
- Understanding and effective use of non-verbal communication.
- Techniques and methods to deal with difficult questions.
- Techniques and methods to deal with difficult participants.

### Program

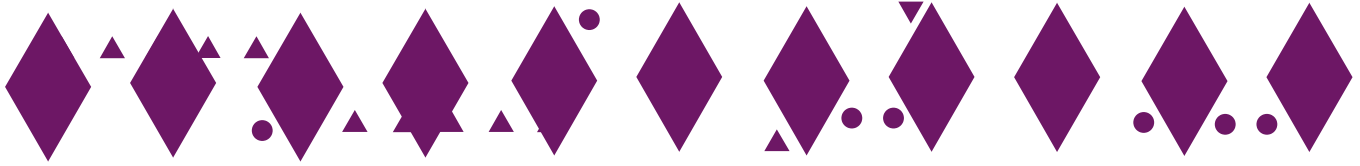
- Structure of a good presentation
- Effective use of communication tools
- Verbal and non-verbal communication during a presentation
- Moderating Meetings - Structure and Execution
- Dealing with difficult participants and questions

### Time frame

1 Day

### Trainer

Susanne Arend



Wellbeing at Work Sàrl  
Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Improve teleworking**

### Audience

Anyone who practices telework

### Goals

- Give yourself more structure in your workday
- To be able to observe and adapt your workspace differently
- Create more harmony in the balance between professional and private life
- Maintain and increase productivity and motivation in a sustainable way
- Avoid any additional stress or burn-out

### Program

- MODULE 1: My physical comfort in my office
  - Choose your place, your work area
  - Optimize space
  - The impact of the environment
  - Material and body ergonomics
  - Hygiene
- MODULE 2: My visual boosters
  - Organize your office properly for more inspiration and creativity
  - Delimit your workspace for a better balance between private and professional life: create your territory.
  - What slows down and stimulates your concentration
- MODULE 3: My mental boosters at work
  - The impact of nature on your productivity
  - What gives me a rhythm to my workday?
  - Dose procrastination and too much focus
  - Loneliness and hyper-connectivity
  - Create a pact with those around you

### Time frame

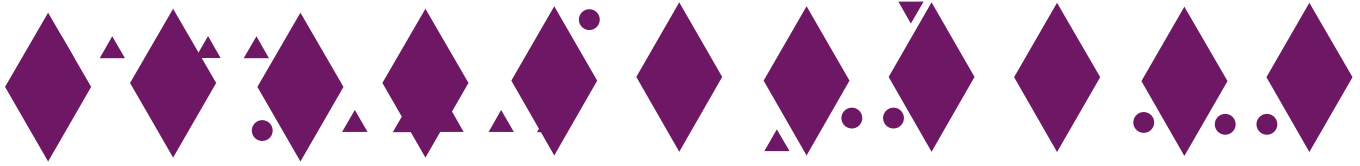
3 x ½ Day

### Trainer

Vivianne Kock

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN4.9



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Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Be prepared to transfer your professional knowledge and know-how**

### Audience

Any professional with specific know-how who wishes to train collaborators or successors

### Goals

- Break down your know-how to identify your critical tasks/paths
- Learn how to prepare a training plan
- Prepare efficient source documents and identify tools that will be helpful for training
- Work on case studies, prepare an individual action plan

### Program

- Break down your knowledge and know-how
  - Make an inventory of your professional tasks
  - Break down tasks into subtasks
  - Identify critical activities
- Develop a training plan
  - Define the content of the action plan (what, how, who, duration, when)
  - Select the appropriate training method: observation, explanation, simulation, analysis (how)
  - Book the training plan in your calendar
- Prepare efficient source documents and tools for the training
  - Reference documents: procedures, flow charts, checklists, schedules
  - Specific glossary of terminologies
  - List of useful contacts and networks
- Work on case studies, prepare an individual action plan

### Time frame

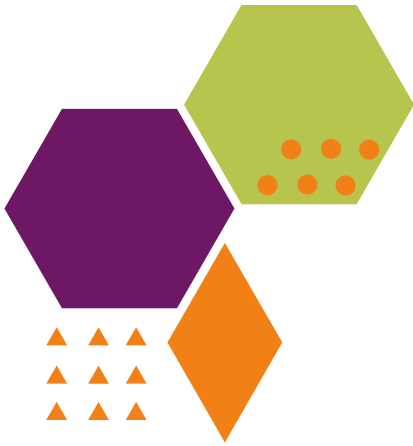
1 Day

### Trainer

Stéphanie Bouchend'homme

Organisme de formation professionnelle continue  
No. 10004361/2

**Code EN4.10**



# Well-being at work

5.1. Creation of value through workplace health promotion

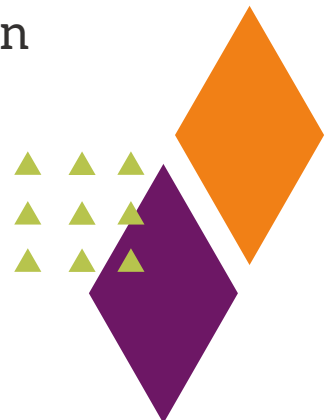
5.2. Well-being at work

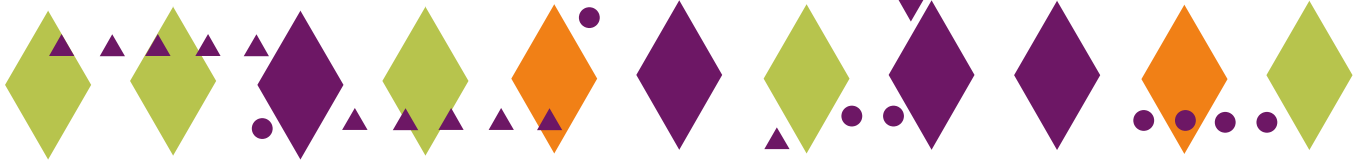
5.3. The basics of ergonomics

5.4. Identify the reasons of absenteeism at work

5.6. Resilience in everyday life - learning to let go

5.10. Well-being of the eyes in front of the screen





Wellbeing at Work Sàrl  
Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Creation of value through workplace health promotion**

### Audience

Everyone

### Goals

- Exchange of ideas on matters relating to workplace health promotion

### Program

- Health as a strategic corporate goal:
  - What importance do we attach to the subject of health in our company?
  - How important is health capital to employees in our organization?
- How are the following aspects of company health promotion implemented in our company?
  - Visions, convictions, values and rules lived out together
  - Trusting and supportive relationships
  - Appreciative communication and respectful interaction with each other
  - Employee promotion and qualification
  - Health-promoting working conditions

### Time frame

1/2 Day

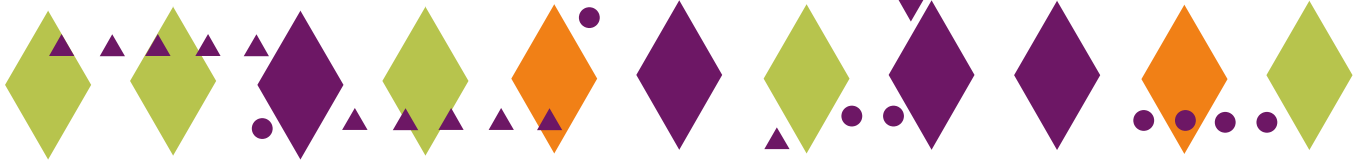
### Trainer

Claudine Schmitt

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN5.1





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Tel: 26594787

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## **Well-being at work**

### Audience

- Management
- Employees

### Goals

- Understanding the basics of individual well-being, both physically and mentally.
- Taking responsibility for one's own well-being.
- Integrate the concept of health and well-being at work into your everyday life.
- Know the symptoms of stress and know when to recharge your batteries.

### Program

- The essential elements of individual well-being.
- The effects of well-being on dealing with emotions.
- Well-being at work - what are we talking about?
- The basic principles - objectives.
- Understand the relationship between work organisation and health.
- From individual to collective well-being.
- Elements of well-being at work.
- Individual action plan for the prevention of health and well-being.

### Time frame

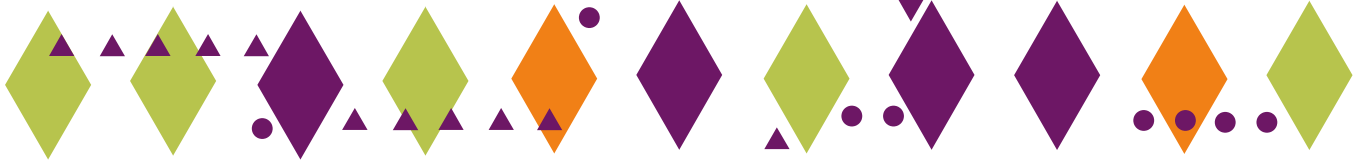
1/2 Day

### Trainer

Claudine Schmitt

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN5.2



Wellbeing at Work Sàrl  
Tel: 26594787

[www.wellbeing.lu](http://www.wellbeing.lu)  
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## **The basics of ergonomics**

### Audience

Everyone

### Goals

- The Anatomical Basics of the Human Body
- The Effects of Posture on Functioning and Productivity
- The effects of stress on the body
- Back-friendly behaviour at the workplace
- preventive measures
- How to create a back-friendly working environment

### Program

- The anatomy of the human body
  - The eyes
  - The spine
- The description of the workplace
  - The office
  - The officechair
  - Peripherals (keyboard, mouse)
  - The screen
  - The footrest
- Good and bad postures
  - Dynamic sitting
- work organisation
  - The position of the office in space
  - Legroom
- The physical environment
  - The lighting atmosphere
  - The thermal environment
- Miscellaneous advice

### Time frame

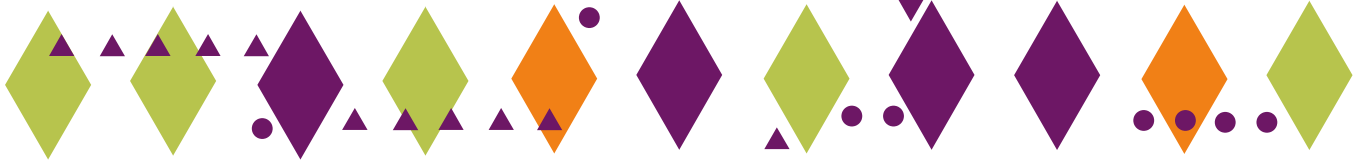
1 Day

### Trainer

Laurence Reis

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN5.3



Wellbeing at Work Sàrl  
Tel: 26594787

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## **Identify the reasons of absenteeism at work**

### Audience

- HR Manager
- Local supervisors
- Managers

### Goals

- Mapping absenteeism in your company or department
- Identify the action levers to reduce absenteeism
- Prevention plan to avoid or reduce absenteeism
- Analysis of specific cases

### Program

- Diagnose absenteeism in your company
  - o Identify the different types of work absences
  - o Make the numbers speak: interpret
  - o Absenteeism rate
  - o Make good use of the data provided by the Absenteeism Observatory
  - o Think about possible causes
  - o Construct alert indicators to ensure monitoring
- Preventing and reducing absenteeism: the possibilities for action
  - o the different actors, who are involved
  - o the role of the proximity manager
  - o Focus on the interview between manager and employee
  - o Action possibilities at company level
  - o Prevention of PSR
  - o Solutions related to the economic, organizational and individual approach
- Analysis of specific cases - Implementation of a prevention plan

### Time frame

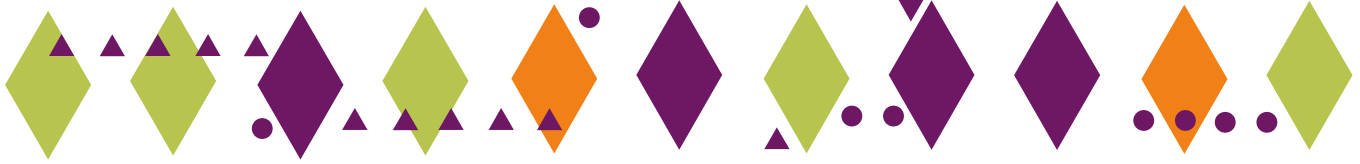
1 Day

### Trainer

Claudine Schmitt

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN5.4



Wellbeing at Work Sàrl  
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[www.wellbeing.lu](http://www.wellbeing.lu)  
[info@wellbeing.lu](mailto:info@wellbeing.lu)

## **Resilience in everyday life - learning to let go**

### Audience

Everyone

### Goals

- Get to know instruments for stress analysis and stress management
- Methods to relax
- Stay calm and confident even in stressful times.
- Recognize and respond to stress symptoms.
- Work on your personal resilience strategy.
- Maintaining health.
- Stay stress-resilient even in difficult situations.
- Be more balanced on the job

### Program

- Importance of stress and resilience in today's workplace
  - Analysis of individual stress and stress factors
  - Difference between positive and negative stress.
  - Recognize individual reactions to stress and recognize warning signals.
- Effective stress management strategies for everyday (working) life:
  - Immediate help with stress and high workload.
  - Check your own attitude.
- -Improving your own tolerance towards disturbances and stress.
  - Communicate professionally and transparently in advance.
  - Say no without feeling guilty.
  - Creating freedom.
- Resilience: The immune system of our soul
  - The roots of our resilience: acceptance, real optimism and solution orientation in everyday life.
  - Taking responsibility for yourself and your health.
  - Balancing inner drives and judges.
  - Which part of my life gives me strength and energy?
  - Bringing life and work goals into harmony.
  - Maintaining contacts and creating productive relationships.
  - Concentration and attention increase - the principle of mindfulness.
  - From self-knowledge to self-confidence: Strengthening strengths.
  - Accepting challenges\_and using room for development.

### Time frame

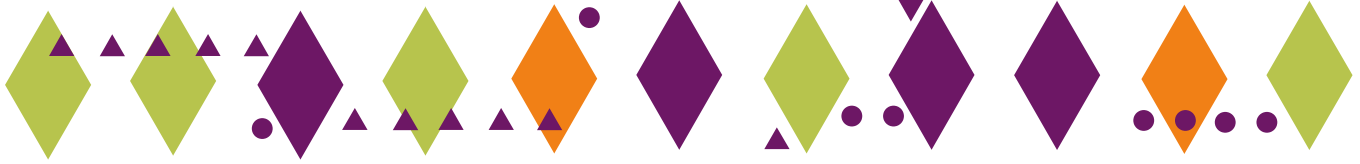
2 Days

### Trainer

Claudine Schmitt

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN5.6



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## **Well-being of the eyes in front of the screen**

### Audience

Anyone who works in front of a screen

### Goals

- Identify moments of difficulty for your eyes in front of the screen
- Explore natural eye care techniques
- Practice eye care techniques and see clearly

### Program

- Identify the moments of difficulty for the eyes in front of the screen
- Identify high risk postures and behaviors
- Explore eye care techniques for well-being
- Combat eye fatigue
- Derive theory after practice

### Time frame

½ Day

### Trainer

Laurence Reis

Organisme de formation professionnelle continue  
No. 10004361/2

Code EN5.10

