

# **Manager Training Programme**

## **of the Federal Ministry for Economic Affairs and Energy**

**Innovative changes as of January 2022**

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## Introduction

The Manager Training Programme of the Federal Ministry for Economic Affairs and Energy (MP) is a bilateral programme which is implemented between Germany and twenty-one Partner Countries. The Programme fosters economic relationships and cooperation between Germany and the respective partner countries.



Chart 1: Partner countries of the MP

The objective of the Manager Training Programme is to support German and foreign companies, primarily Small and Medium-sized Enterprises (SMEs), in building cooperation alliances resulting in tangible and practical benefits for both sides.

At the individual level, participants gain insights into German business culture while having the opportunity to fine-tune their skills for establishing and nurturing economic relationships with German companies. Participants can also enhance their leadership and management skills and knowledge, receive privileged access to German companies, strengthen their competitive advantage on the national and international arena, and become attractive cooperation partners for German companies.

## Conceptual design

The MP offers foreign executives from Partner Countries (see chart above) a variety of opportunities to increase their capacity to act internationally and to get to meet and get potential business partners from Germany.

The Programme pursues two goals.

- **Training goal:** Gaining competencies for cooperation with German companies
- **Economic cooperation goal:** Establishment or intensifying business contacts with German companies.

The Manager Training Programme is designed for mid- to senior level executives to expand their knowledge in the field of leadership and international business cooperation through the perspective of the German economy. The Manager Training Programme shapes the participants to be “Fit for Partnership with Germany”, through the following components:

1. Interactive Training. The training aims at the enhancement of knowledge and skills, through the practical application of business cases and peer-to-peer knowledge exchange.
2. Insights into German business practice through first-hand experience. The observation of working atmosphere, the direct exchange with German colleagues, and the support of the tutors of the training centres enable participants to compare what they have learned with situations in their own companies, to successfully implement the desired changes, and to develop new ideas.
3. Ongoing work on the cooperation project. The practical approach of the MP and thus its unique selling proposition (USP) is the cooperation project which managers continuously develop starting from the application till the final phase of the MP. Continuous work on this practical assignment enables the participants to apply newly acquired knowledge and skills and to find a solution to a particular cooperation challenge they might be facing.
4. Implementation of the B2B meetings. During the business initiation talks, which are organised with the support of tutors, the managers apply their management and cooperation skills in a complex real-life setting. Business initiation talks (B2B) serve to sound out cooperation interests and offer a variety of opportunities for networking representatives from German companies. Often, B2B-meetings represent the initial steps in negotiation concrete business deals.

## Eligibility for participation

The Manager Training Programme is aimed at middle and senior management level executives from companies with realistic international business cooperation potential. Applicants must possess an academic degree and have several years of professional and management experience. Participants must represent companies which pursue a targeted strategy of establishing business cooperation and partnership with German companies and have clear business projects or proposals. Participants must have sound managerial experience and have a working knowledge of English (and in some cases Russian or Chinese). Furthermore, some countries define additional eligibility criteria.

# Innovative changes to the Manager Training Programme from January 2022 onwards

From January 2022 onwards, the Manager Training Programme will induce a new format. The new format is **social blended learning**, which incorporates both the positive experience of the virtual Manager Training Programme and the former four-week training period in Germany.

## Overview of the innovations

- **Blended learning:** a mix of digital and classroom-based learning formats and methods
- **Social (peer-to-peer learning):** strengthening the learning community through online socialization phase, formation of learning groups / learning tandems, continuous peer advice, peer to peer learning and coaching for mutual support.
- **Implementation phase (executive coaching):** providing the participants with active tutorial support in the implementation of their cooperation objectives and initiation of the changes in their home companies
- **Networking event and Alumni:** The Manager Training Programme ends with a networking event in the partner country, during which the participants receive the certificate and become the MP alumni.
- **MP Campus:** new learning and collaboration IT platform

## Role of the participants in the Social-Blended-Learning format

Social blended learning implies a role reversal. Participants assume an active responsibility for their own learning, individually or in a group. They take on the role of knowledge carriers in the peer-to-peer learning process. Tutors accompany the participants' through their personal learning process in all phases of the MP. The trainers assume the roles of "learning guides" and "experts in the implementation".

The concept allows a wider range of content to be processed: Several topics can be addressed synchronously and deepened in asynchronous work as required and personal preferences. This enables better internal differentiation in the group.

## The social blended learning aims at

- intensifying exchange among the participants
- fostering open communication and mutual support within the learning group
- promoting exchange of knowledge and experience
- encouraging generation of knowledge and solution-oriented approaches

Nowadays the digital (communication) skills are becoming standard for all managers and the MP provides its participants with relevant experiences.

The usage of a virtual learning and collaboration platform "MP Campus" provides the participants with essential digital skills and the experience of cooperation in virtual groups. It also serves as a digital library and provides virtual space for the exchange of knowledge and experiences for the participants.

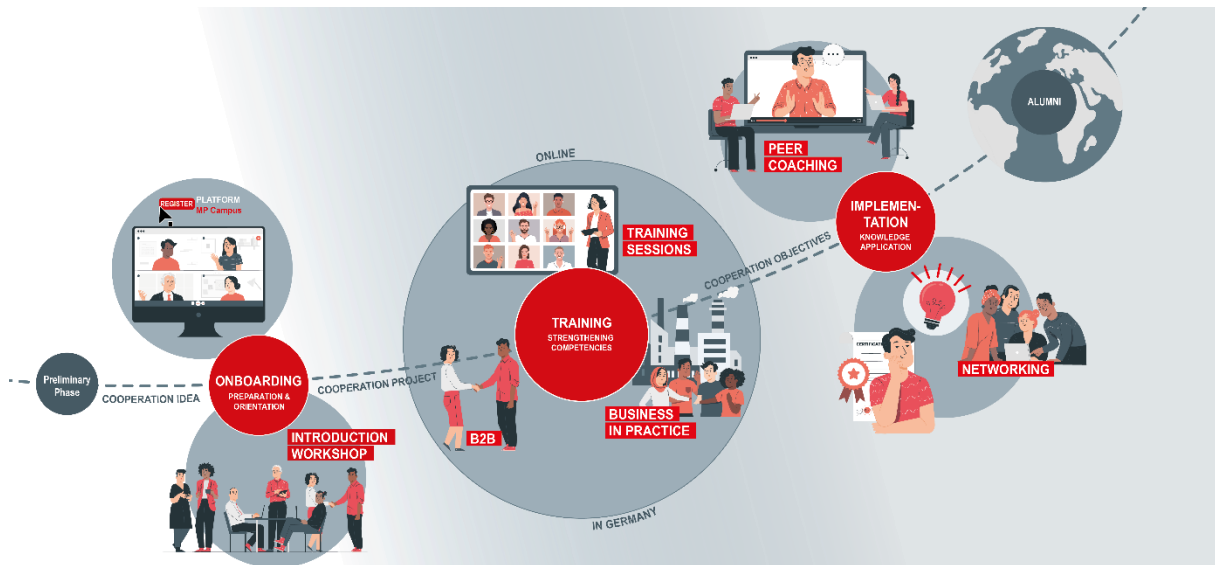


Chart 2: Social-Blended-Learning concept within the MP

## Project Architecture

### Project Phases

The Manager Training Programme is broken down into 5 phases. These are as follows:

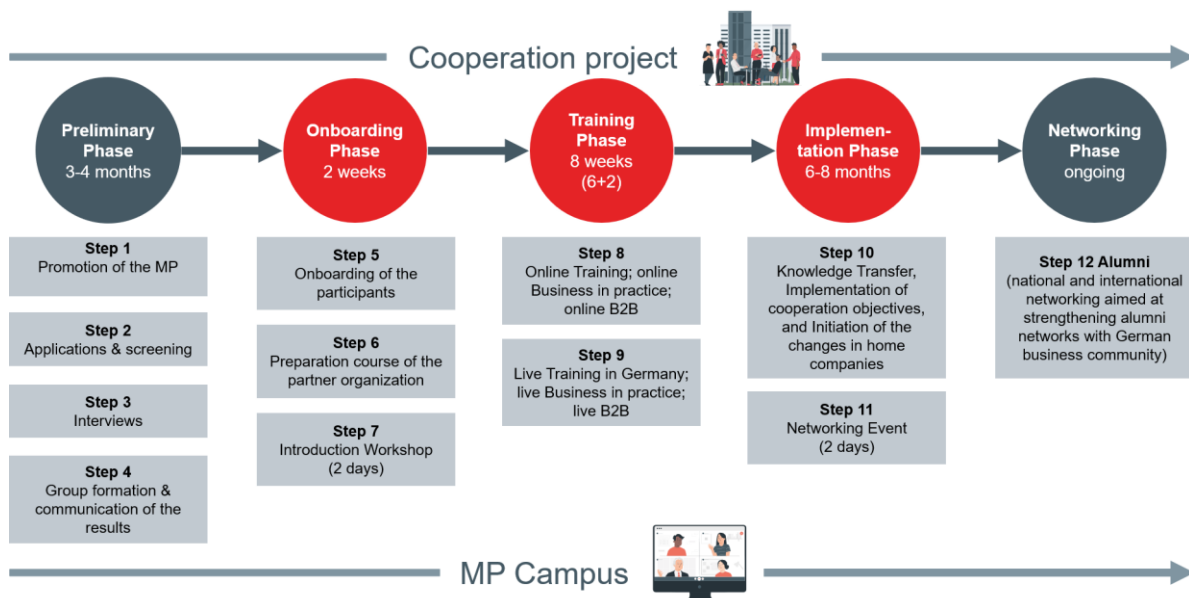


Chart 3: Phases of the MP

From the point of view of participants, the Manager Training Programme is implemented within the time framework of approximately 12 months<sup>1</sup>.

For the partner organization and GIZ some project steps may overlap each other e.g. promotion of the MP for the coming year can coincide with the networking event for the group of the previous year. It often depends on the number of groups and the annual planning agreed with the Federal Ministry for Economic Affairs and Energy and GIZ

Each new cycle starts with the Preliminary phase and ends with the Implementation phase. Some phases e.g. Networking Phase accompany the Manager Training Programme during its whole life cycle: from the first till the last day of its existence in a respective country.

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<sup>1</sup> Approximately 160 hours of group programme and 40 hours of self-learning

## Allocation of roles and division of tasks and responsibilities between Partner organisations and GIZ

Project Phase	Project Module	Time framework	Partner Organisation(s)	GIZ & Training Centres	Comments
Preliminary Phase	Promotion of the MP	(to be defined)	<ul style="list-style-type: none"> <li>Promoting the Programme (e.g. newspapers, TV, journals, websites; through Social Media, etc.)</li> <li>Spreading the information through the diverse mailing lists (Chambers of commerce and Industry, Industrial unions, etc.)</li> <li>Preparing and implementing information meetings</li> </ul>	<ul style="list-style-type: none"> <li>Implementing information meetings</li> </ul>	GIZ provides promotion material and an adapted information for participants
	Collection of application and screening	(to be defined)	<ul style="list-style-type: none"> <li>Collecting the relevant documents<sup>2</sup> (e.g. 1 side of the passport, application form, cooperation project, participant's acknowledgement, data protection declaration, materials about the participant's company)</li> <li>Proving the eligibility for the participation of the applicants (formal criteria)</li> <li>Proving that the application package complete and the documents are filled in correctly.</li> <li>Scheduling the interviews and, in case of a live event, organising venue</li> </ul>	<ul style="list-style-type: none"> <li>Assisting with eligibility check in complex cases</li> <li>Organising logistics and trip to the partner country in case of live event</li> <li>Hosting the interview sessions in case of online event</li> </ul>	
	Interview	1-4 days <sup>3</sup>	<ul style="list-style-type: none"> <li>Forming the interview committee with the GIZ</li> <li>Conducting interviews with applicants</li> </ul>	<ul style="list-style-type: none"> <li>Forming the interview committee with the partner organization</li> <li>Conducting interviews with applicants</li> </ul>	
	Forming of the group(s) and communication of the results	1-2 weeks (after the interviews)	<ul style="list-style-type: none"> <li>Informing applicants about the results of their interviews</li> </ul>	<ul style="list-style-type: none"> <li>Preparing the interview results</li> <li>Forwarding the application forms, the cooperation projects, and relevant materials to the Training Centre</li> </ul>	

<sup>2</sup> Subject the agreement with the respective Country Manager at the GIZ. The requirements may differ from country to country

<sup>3</sup> Depending on the number of participants and the format. Each interview lasts 20 minutes. In case of a live event the maximum number of the interviews should not exceed 20 per day. In case of an online event the maximal number of the interviews should be around 10.



Project Phase	Project Module	Time framework	Partner Organisation(s)	GIZ & Training Centres	Comments
Onboarding Phase	Onboarding of the participants	2 weeks	<ul style="list-style-type: none"> <li>• Keeping contact to the enrolled participants and coordinating the preparation of the training together with the GIZ</li> <li>• Coordinating the arrival and departure of the group to Germany</li> </ul>	<ul style="list-style-type: none"> <li>• Tailoring the programme of the training</li> <li>• Organising company visits and individual meetings with German entrepreneurs</li> <li>• Creating the invitation for German visa for a group<sup>4</sup> and making an insurance</li> <li>• Informing the partner organization about the possible changes of the enrolled participants</li> <li>• Coordinating the arrival and departure of the participants to Germany</li> <li>• Introducing the Campus platform</li> <li>• Introducing Training Centre team</li> <li>• Informing about organizational framework</li> </ul>	<ul style="list-style-type: none"> <li>• The participants carry out a self-check on the MP campus to assess their leadership and cooperation skills before the training</li> </ul>
	Preparation Workshop from the Partner Organisation	s. comments	<ul style="list-style-type: none"> <li>• Creating content for the workshop / course<sup>5</sup></li> <li>• Engaging trainers</li> <li>• Facilitation of the course</li> <li>• Providing facilities for the implementation of the Preparation Workshop / Preparation course</li> </ul>		<ul style="list-style-type: none"> <li>• This is a flexible element in the project cycle. The Preparation workshop can either be implemented right after the interviews or together with the Introduction workshop.</li> <li>• The length of the Workshop / Course and its content varies from country to county.</li> </ul>
	Introduction Workshop	2 days in the partner country	<ul style="list-style-type: none"> <li>• Providing facilities for the implementation of the Introduction Workshop</li> <li>• Co-facilitation of the Introduction Workshop together with the representatives of the Training Centres<sup>6</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Implementing a two-day workshop with the following goals: personal meeting of the participants and the tutors, providing the participants with the detailed information about the training, fine-tuning their training goals, etc.)</li> </ul>	

<sup>4</sup> If applicable to your country.

<sup>5</sup> Normally the content consists of the following topics: general update on economy and international trade; information about your country; preparing the participants for their ambassador role.

<sup>6</sup> In some countries the GIZ is responsible for co-facilitation.

Project Phase	Project Module	Time framework	Partner Organisation(s)	GIZ & Training Centres	Comments
				<ul style="list-style-type: none"> <li>• Initial steps on working on cooperation project, consulting the participants on the implementation of the project idea and defining next steps</li> <li>• Introduction to the cooperation with the German companies (search for the German companies, establishment of the first contacts, etc.)</li> </ul>	
Training Phase	Online Training	6 weeks	<ul style="list-style-type: none"> <li>• Taking part in the Opening event</li> <li>• Taking part in the Feedback session to the online phase</li> </ul>	<ul style="list-style-type: none"> <li>• Organisation and implementation of training</li> <li>• Organisation and implementation of business in practice</li> <li>• Support of the participants in their elaboration of the cooperation project</li> <li>• Support of the participants with establishment of the contacts with German companies</li> <li>• Support with the organization of B2B appointments</li> <li>• Ongoing support during the elaboration of the cooperation projects</li> <li>• Ongoing tutorial support</li> <li>• Compilation of the programme relevant materials in the campus platform</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum three B2B appointments during the Online Training and Training in Germany</li> </ul>
	Training in Germany	2 weeks	<i>(to be defined)</i>	<ul style="list-style-type: none"> <li>• Organisation of the stay of the participants in Germany</li> <li>• Organisation of the logistics of the company visits</li> <li>• Implementing training, company visits and individual meetings with German companies</li> <li>• Support with the organization of B2B appointments</li> <li>• Support to the participants in organisation of B2B appointments (approx. two B2Bs)</li> </ul>	<ul style="list-style-type: none"> <li>• No multiple-choice test from January 2022 on</li> <li>• The participants carry out a self-check on the MP campus to assess their leadership and cooperation skills after the training</li> <li>• Minimum three B2B appointments during the Online Training and Training in Germany</li> </ul>

Project Phase	Project Module	Time framework	Partner Organisation(s)	GIZ & Training Centres	Comments
				<ul style="list-style-type: none"> <li>• Ongoing tutorial support of the participants with the elaboration and implementation of the cooperation project</li> <li>• Evaluation of the intermediate results</li> </ul>	
Implementation Phase	Knowledge Transfer, Implementation of cooperation objectives, and Initiation of the changes in home companies	6-8 months	<i>(to be defined)</i>	<ul style="list-style-type: none"> <li>• Organisation and implementation of monthly online activities aimed at supporting the participants in knowledge transfer and implementation of their cooperation project (through the Training Centre)</li> <li>• Implementing of two 0,5 day of training</li> <li>• Ongoing tutorial support of the participants</li> <li>• Peer learning &amp; peer coaching</li> <li>• Assessment and Evaluation of the results</li> </ul>	<ul style="list-style-type: none"> <li>• The partner organizations can also organize the trainings in their own facilities and connect the trainers from Germany (hybrid event)</li> </ul>
	Networking Event	2 days	<ul style="list-style-type: none"> <li>• Co-organising the event</li> <li>• Co-facilitation of the event</li> <li>• Invitation of the Alumni and representatives of the German companies and / or business institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Connecting the participants to the National Alumni Network <sup>7</sup></li> <li>• Feedback from the participants regarding their training, implementation of their cooperation or / and re-structuring / turn-around projects, etc.</li> <li>• Evaluation</li> <li>• Hangover of the certificates</li> </ul>	<ul style="list-style-type: none"> <li>• Former Follow up event</li> </ul>
Networking Phase		Ongoing	<ul style="list-style-type: none"> <li>• Building and nurturing national Alumni Network</li> </ul>	<ul style="list-style-type: none"> <li>• Building and nurturing national Alumni Network</li> <li>• Connecting the Alumni Network to the relevant organisations and institutions in the partner countries and in Germany</li> <li>• Connecting national Alumni Network to the existing Networks in other countries</li> </ul>	<ul style="list-style-type: none"> <li>• Connecting Alumni with the Alumni Network in other MP countries is a subject of existing national networks in the respective countries.</li> </ul>

<sup>7</sup> Subject to the existing structures in the respective countries.

## Allocation of time and content of services offered by GIZ

The Manager Training Programme comprises 160 hours of group programme and approx. 40 hours of independent work. These hours are broken down as follows:

Event	Format	Time
Introduction Workshop	<ul style="list-style-type: none"> <li>• Live session in the home country of the participants (optional: online)</li> </ul>	2 days (16 hours)
Trainings	<ul style="list-style-type: none"> <li>• Online</li> <li>• Live in Germany</li> <li>• Online during the implementation phase</li> </ul>	7-8 days (56-64 hours)
Business in practice	<ul style="list-style-type: none"> <li>• Online</li> <li>• Live in Germany</li> </ul>	6-7 days (48-56 hours)
Facilitated reflection	<ul style="list-style-type: none"> <li>• Online (including Feedback)</li> <li>• Live in Germany</li> <li>• Online during the implementation phase</li> </ul>	3 days (24 hours)
Introduction (0,5 day during onboarding)	<ul style="list-style-type: none"> <li>• Online during the introduction phase</li> <li>• Live in Germany</li> </ul>	1 day (8 hours)
Introduction (0,5 at the beginning of the stay in Germany)		
Closing event (0,5 day in Germany)	<ul style="list-style-type: none"> <li>• Live in Germany</li> <li>• Online during the implementation phase</li> </ul>	1 day (8 hours)
Closing event (0,5 days at the end of the implementation phase)		
Individual meetings with German companies and self-tuition on the cooperation project (minimum three B2B meetings during the Online phase and maximum two B2B live in Germany)	<ul style="list-style-type: none"> <li>• Online</li> <li>• Live in Germany (max. 2 B2B)</li> </ul>	approx. 40 hours