COMPANY PRESENTATION

COVERDALE AUSTRIA

COMPANY PHILOSOPHY

OUR CORPORATE STRUCTURE

Coverdale Austria is part of Coverdale International Ltd., a London-registered network of independently owned consulting firms. Each local entity is owned by its consultants and operates under a franchise model, ensuring consistent brand standards and service quality across the network.

With offices in nine countries worldwide, Coverdale is a multilingual and multicultural organization with extensive experience in delivering international leadership development programs and transformation projects.

Coverdale Austria is currently owned by five partners:

- Birgit Fischer-Sitzwohl
- Günter Lukas
- Klaus Fischer
- Waltraud Ferz-Steinbauer
- Peter Lendl

WE ARE EXPERTS IN LEADERSHIP AND COLLABORATION

WE ENABLE PEOPLE TO SUCCEED – TOGETHER

OUR COMMITMENT

WE EMPOWER

Individuals to strengthen their capacity for reflection, build self-confidence, and cultivate a drive for continuous improvement.

Teams to develop essential competencies in leadership and collaboration.

Organizations to successfully lead change and transformation by fostering clarity around mission and goals, crafting effective strategies, and building the culture needed to support them.

The Society by supporting the development of leadership and collaboration skills through pro bono initiatives.

OUR VALUES

A clear and ambitious set of values guides our actions.

- **DISCOVERY**
- **ACHIEVEMENT**
- **HUMANITY**

Our actions are guided by these values – and we welcome being held accountable to them. We consider our work complete only when we have exceeded your expectations.

OUR VALUES

DISCOVERY

ACHIEVEMENT

HUMANITY

OUR VALUES

DISCOVERY

We foster a learning and working environment where individuals can realize their full potential, explore their strengths, and develop their competencies.

ACHIEVEMENT

Everything we do is geared toward advancing our clients' strategic objectives and strengthening the organization as a whole.

HUMANITY

Our collaboration with clients is grounded in trust, respect, and partnership, with a shared commitment to helping every individual in the organization thrive.

"

To make your way in life you need 3 things:
a deep sense of inner purpose and the will to renew it.
A clear vision of where you want to get to and the energy to pursue it.
And courage. Courage to take steps which others might fear to take."

"

RALPH COVERDALE
1918 - 1975

MILE STONES

MILE STONES

1989
Founding of Coverdale Austria
by Hans-Ullrich Dietzel

2012
We begin our e-learning journey
with Click & Learn.

2005
15 years of
Coverdale Austria

2015
We celebrate our 25th anniversary
with a big party in the Augarten.

2025
35 years of
Coverdale Austria

2020
Ralph –
The Coverdale Learning App
goes online

1999
Coverdale Austria
transitions to a multi-
partner ownership
structure.

2009
Coverdale Next Generation:
Birgit Fischer-Sitzwohl becomes
Managing Director

2016
Launch of our own Coverdale
E-Academy

KEY FIGURES

COVERDALE AUSTRIA

FACTS & FIGURES 2023/24

REVENUE	600.000
NET PROFIT	50.000
HEAD COUNT	9 Consultants, 1 Office Manager

REVENUE BY CLIENT GROUP FY 23/24

New Clients
23%

Returning Clients
77%
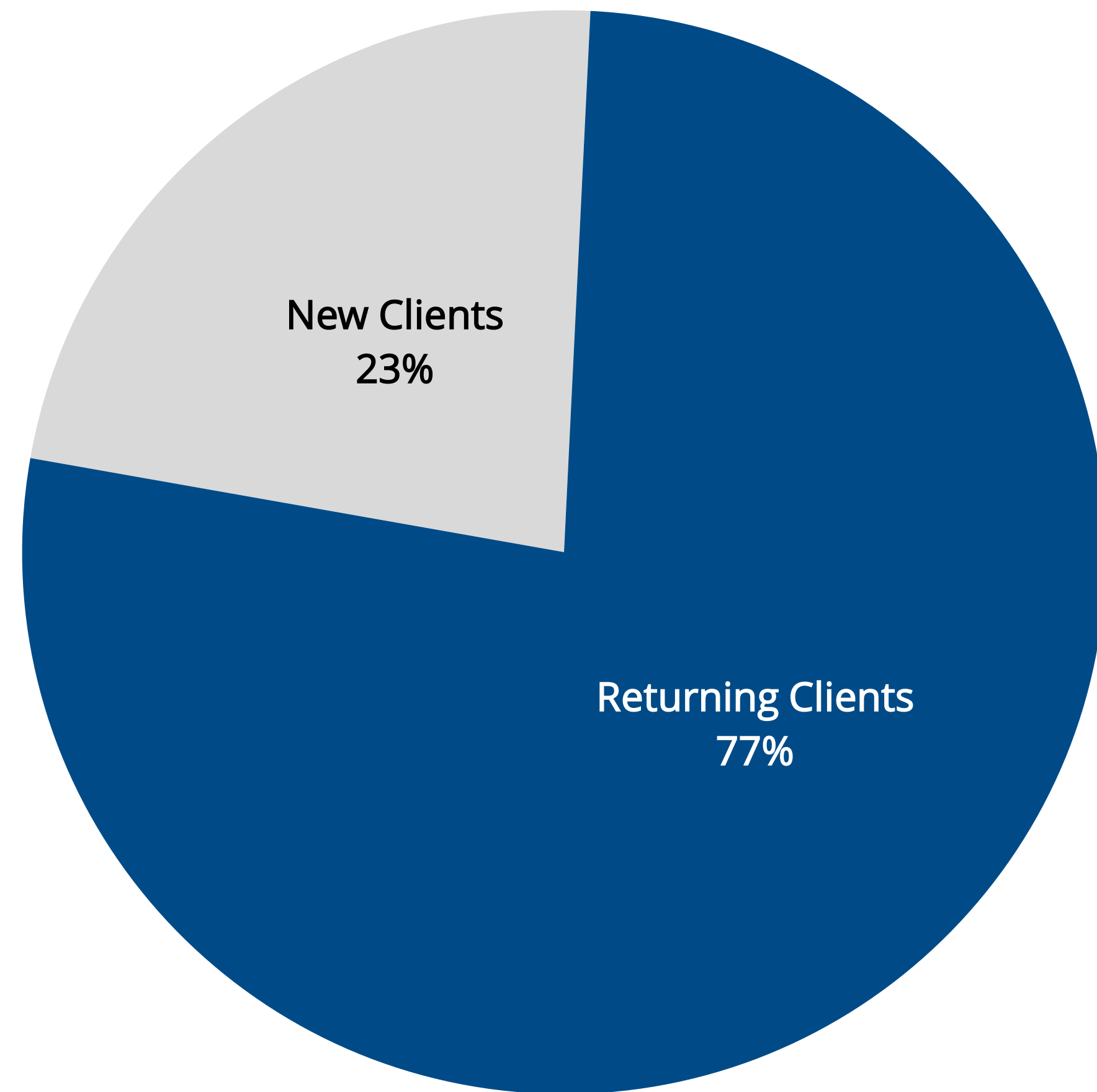
THE HIGH NUMBER OF RETURNING CLIENTS REFLECTS BOTH THEIR SATISFACTION AND THE IMPACT OF OUR WORK.

- We build long-term partnerships – not only with HR, but also directly with leaders across the organization.

- We're proud that many of our contacts bring us along when they move to a new company.

- As a result, our client base grows steadily through strong relationships and word-of-mouth.

PROJECT CATEGORIES FY 2023/24
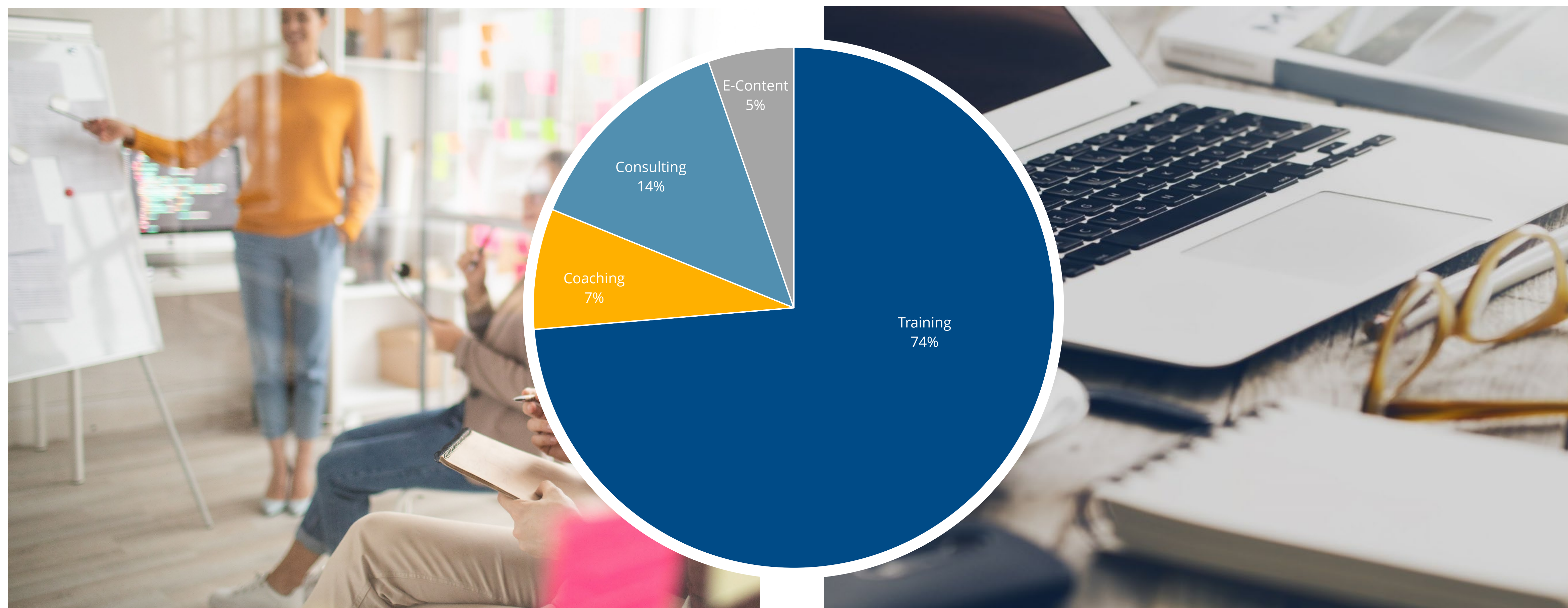
INTERNATIONAL COLLABORATION

PROJECT REVENUE FY 23/24
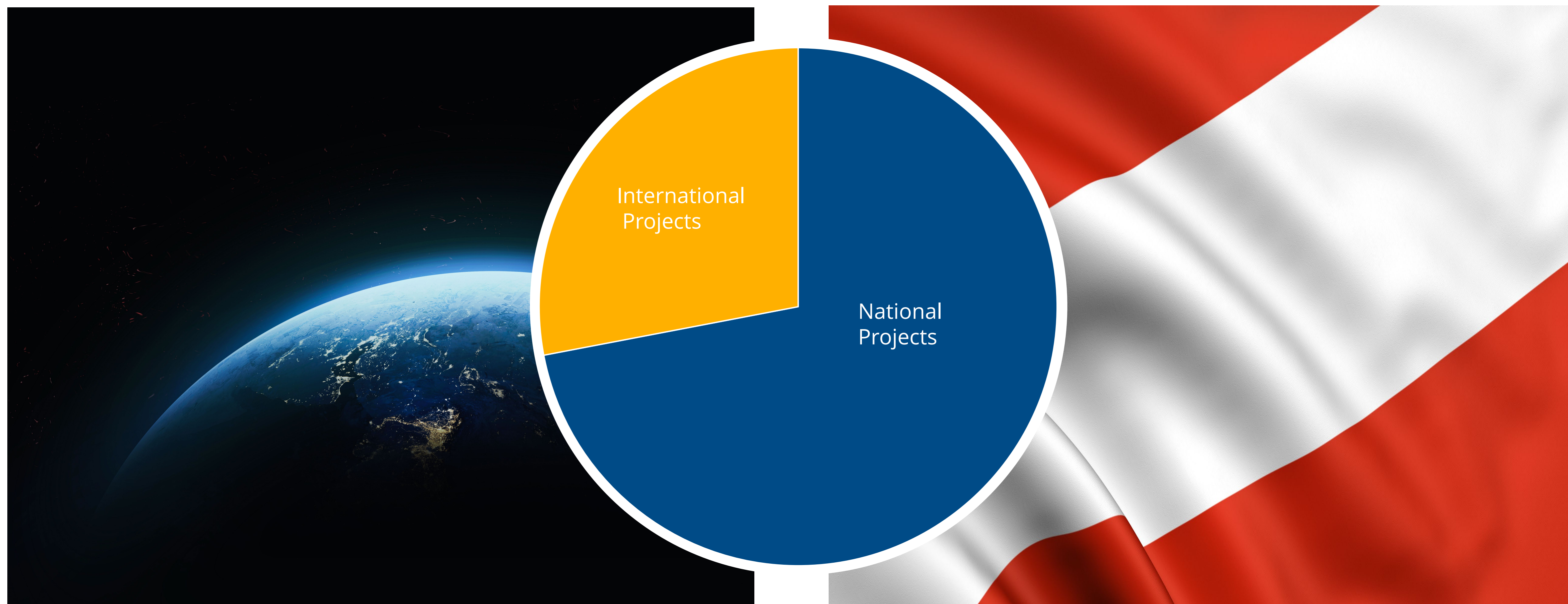
INTERNATIONAL PROJECTS

KNAPP US

- 3-Module Leadership Development Program incl. Coaching
  Designed in Austria, delivered in the U.S.
- Lateral Leadership Program
  Designed in Austria, delivered in the U.S.
- Leadership Boot Camp (Austria)

CTN US

Leadership development programs modeled on the Austrian design
Developed in Austria, delivered in the U.S.

SHARPIST

Leadership program
Designed in Austria, delivered in collaboration with France and the UK.

CP CARILLO

Leadership program for the U.S.,
Delivered online from Austria, with a collaboration with the U.S. team currently planned.

WE WALK THE TALK
Our Contribution to International Collaboration

THE INTERNATIONAL COMMUNITY

Providing capacity for international Train-the-Trainer programs

Providing shadowing opportunities for new team members

Development and maintenance of the international website

www.coverdale.com

Establishment of an international MS Teams workspace for global projects

Provision of international CVs

COVERDALE INTERNATIONAL LIMITED

Collaboration between The MDs of COD and CMBT in leading the organization

Supporting individual MDs and companies in their development and market establishment

Organization of the ACM 2023 (Bavaria) and 2025 (Austria)

THE TEAM
COVERDALE AUSTRIA

OUR TEAM IN AUSTRIA

Birgit Fischer-Sitzwohl
CEO, Senior Partner

Günter Lukas
Partner

Klaus Fischer
Partner

Peter Lendl
Partner

Waltraud Ferz-Steinbauer
Partner

Thomas Wulz
Consultant, Trainer,
Coach

Manuela Fuchs
Consultant, Trainer,
Coach

Christoph Liptay
Consultant, Trainer,
Coach

COVERDALE INTERNATIONAL

OUR INTERNATIONAL NETWORK
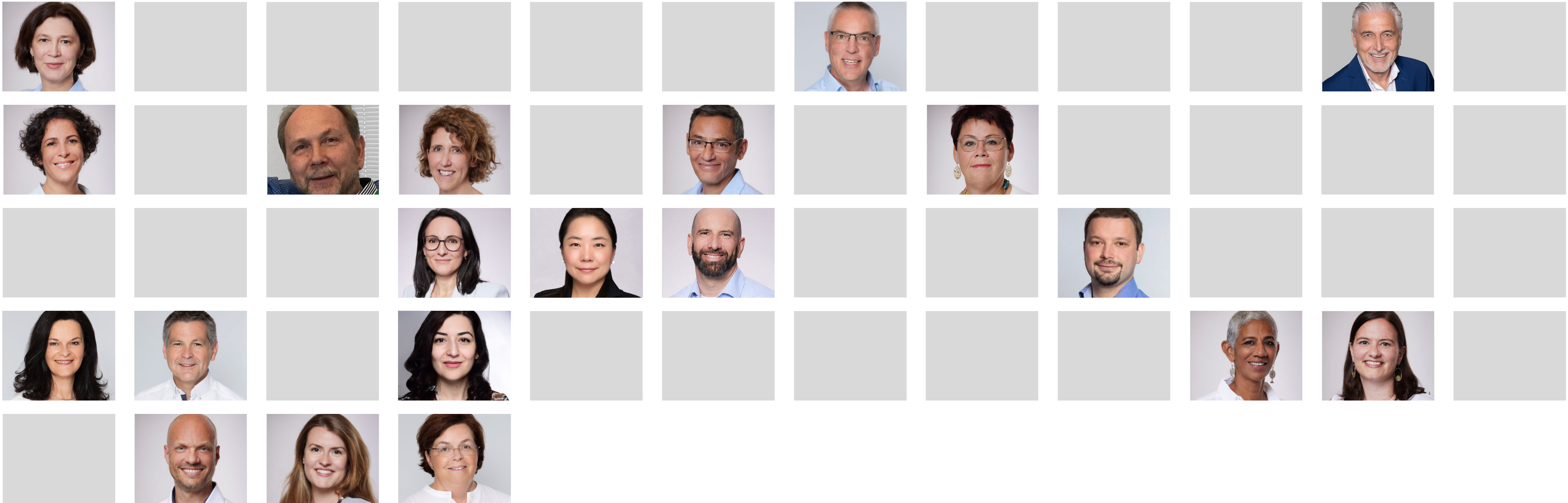
CONSULTANTS WORLDWIDE
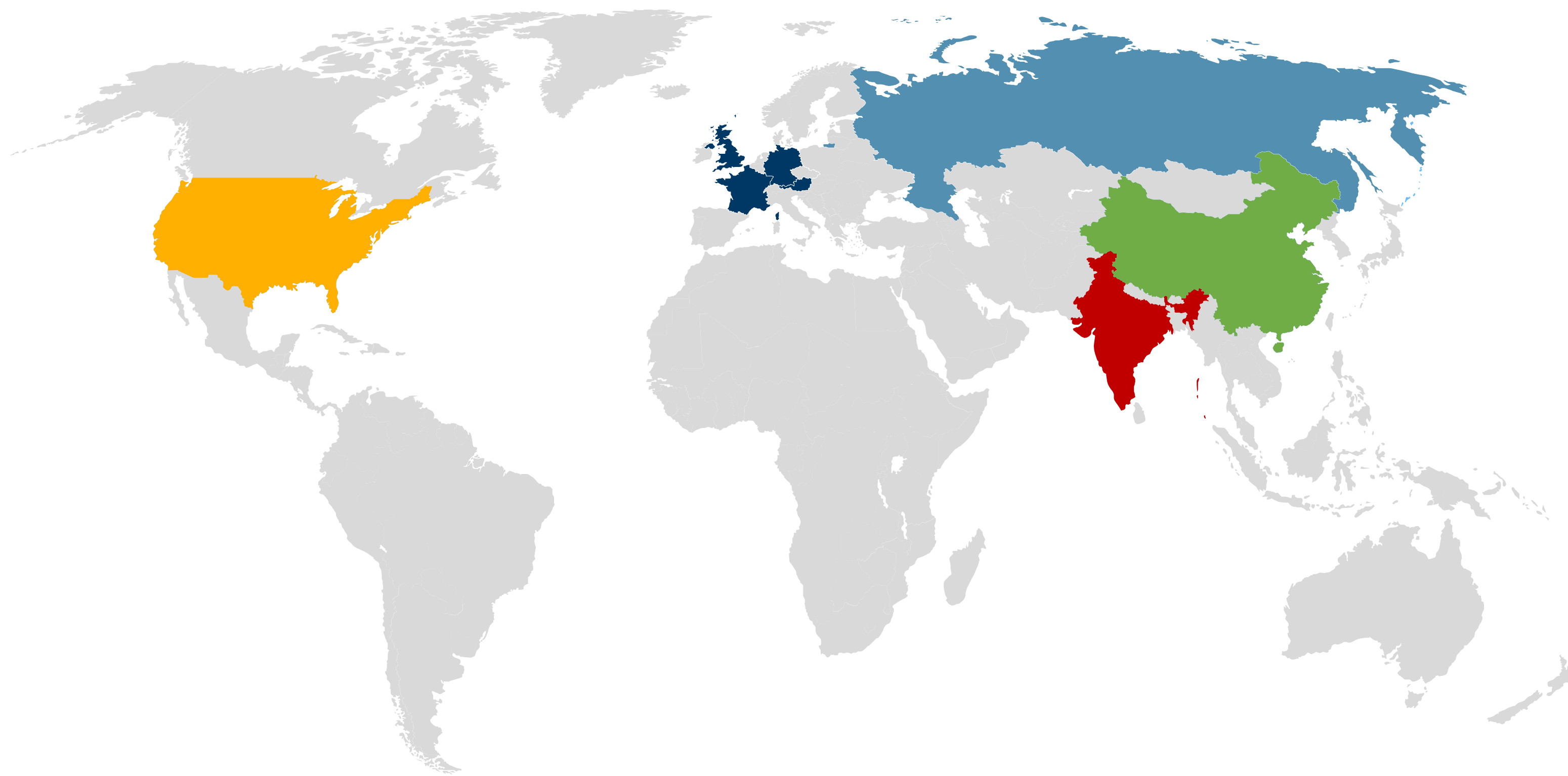
EUROPE (40)
RUSSIA (3)
INDIA (5)
CHINA (3)
USA (3)

OUR PORTFOLIO
CONSULTING – TRAINING - COACHING

OUR SERVICE PORTFOLIO

CONSULTING

We support your organizational development efforts, help implement effective personnel development activities, and serve as consultants and/or facilitators, depending on your needs.

COACHING

All Coverdale consultants who work as coaches have completed systemic coaching training and bring many years of experience in business contexts.

We offer both systemic coaching and agile coaching.

TRAINING

We are experts in leadership and collaboration.

Our training focuses on leadership, achieving goals together, making effective agreements, and addressing conflicts constructively.

OUR PRODUCT PORTFOLIO

E-LEARNING

We offer e-learning courses focused on our core topics: leadership and collaboration.The courses are designed using training-based didactics and combine theory with self-directed learning elements and opportunities for reflection.
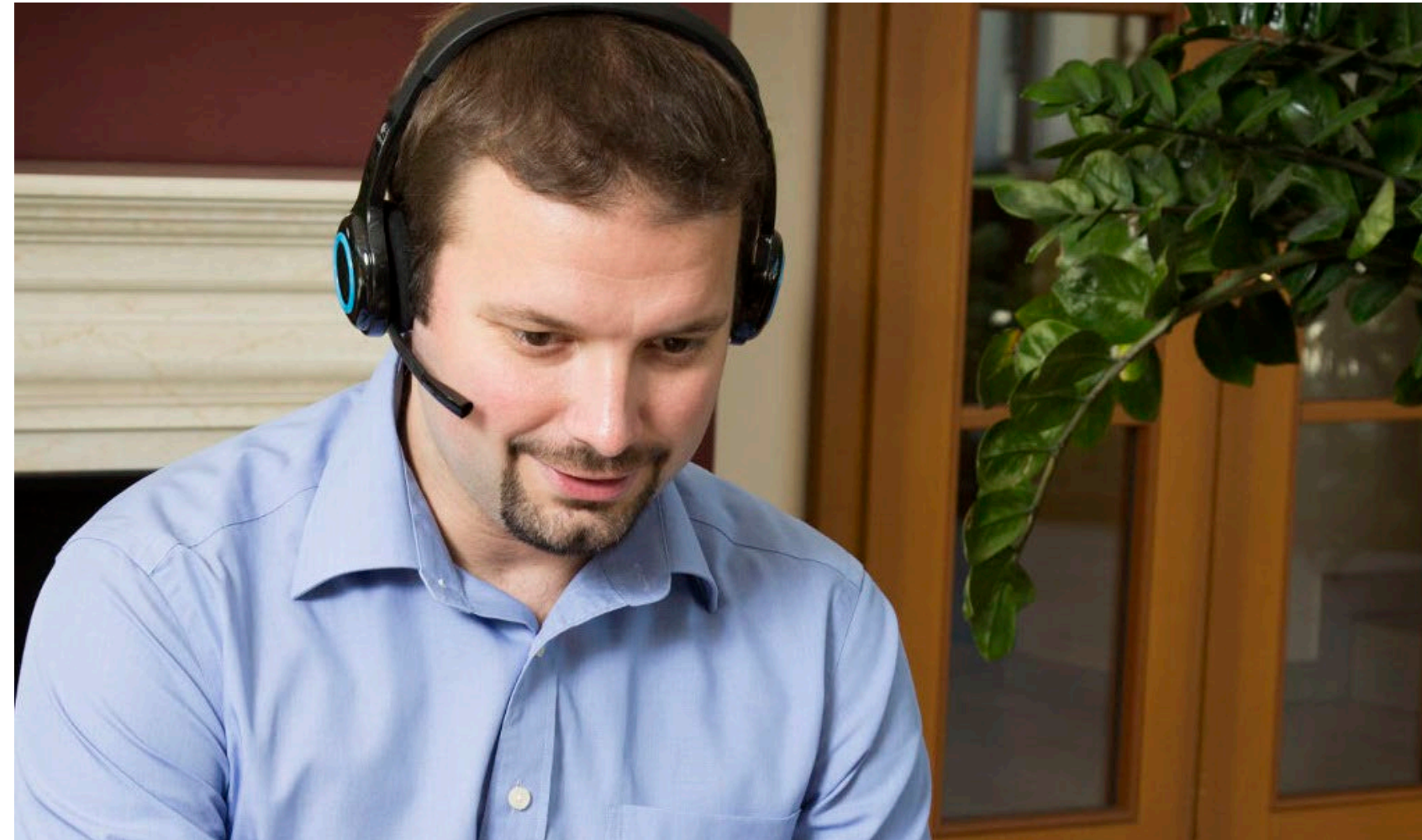
RALPH – THE E-LEARNING APP

Our learning app brings together all e-learning courses and is enriched with micro-learning elements, white papers, and blog articles.

BLENDED LEARNING

We offer our standard topics as digital formats for small groups and individuals, with each participant being guided through the program by a dedicated coach.

COVERDALE CONSULTING

HOW WE WORK WITH CLIENTS

We support our clients in implementing organizational development projects focusing on leadership and a collaborative culture.

In this context, we act as process facilitators or moderators in change and transformation initiatives.

Our expertise lies in advising HR departments on implementing competency-based training and development programs and introducing goal management systems.

WE DELIVER ON OUR PROMISE

- **CLARITY**
  We begin with a thorough clarification process to ensure we can meet our clients' goals and expectations.

- **FOCUS**
  We use the Coverdale Aims Grid to define clear objectives. This focus enables us to concentrate on what matters.

- **ALIGNMENT**
  We take a people-centered approach, ensuring that everyone involved understands the initiative's purpose and—wherever possible—supports it.

PROFESSIONAL WORKSHOP FACILITATION

Your Meetings. Your Goals. Our Facilitation Expertise.

Whether it's a challenging workshop or a large-scale event, we ensure you can focus on what truly matters.

Our experienced facilitators guide your meetings with confidence and efficiency, keeping your priorities front and center.

Together with you, we design creative and purpose-driven formats tailored to your specific needs.

Every meeting concept is based on clear objectives and shaped with a keen sense for group dynamics and impact.

For large-scale events, we rely on well-coordinated teams—either fully staffed by Coverdale facilitators or in collaboration with your internal colleagues. Naturally, all facilitators are thoroughly briefed and professionally prepared.

With our facilitation, your meeting becomes a moment of real success.

TEAM DEVELOPMENT

Developing High-Performing Teams – Strong from the Start.

A successful team is more than just the sum of its members. It combines complementary skills, collaborates efficiently, and solves complex challenges that individuals couldn't handle alone. The key to this success is targeted team development that builds cohesion and ensures collective achievement.

We support (agile) teams at every stage of their development, from team building and optimizing existing structures to advancing high-performing units.

Our formats are hands-on and flexible: from experiential training to structured, professionally facilitated workshops.

A unique highlight is our Leadership Awareness Training with Horses, which offers an extraordinary experience of leadership and team dynamics in action.

For more information, contact our office – we're happy to assist.

LEADERSHIP CULTURE

Leadership Culture with Character

A strong leadership culture isn't created through thick manuals – it's built through lived principles.

Together with your leaders, we develop guiding principles that are rooted in your company's values – clear, practical, and inspiring.

These principles provide a reliable framework for action without drowning in rules.

Based on them, we define precise roles and responsibilities, making expectations, authority, and accountability transparent for every leader.

Regular feedback and targeted coaching help your leaders bring these principles to life in their day-to-day work.

Step by step, this creates a strong, authentic leadership culture – not just on paper, but in real life.

That's leadership – the Coverdale Way.

COMPETENCE MANAGEMENT

Competency-Based Talent Development – Targeted and Future-Oriented

Modern talent development requires more than good intentions – a clear, competency-based foundation.

Building on this foundation, we work with you to design career models for leadership, project, and specialist roles and tailored development programs.

We use the proven KODE® Competency Model to create role profiles based on competencies that can be applied in recruiting and internal career development.

The growth-oriented model defines four concrete, observable, and trainable behavioral indicators for each competency.

We identify individual development needs with the candidates based on clearly defined target profiles.

We design customized development paths, from hybrid learning formats to modular training programs, tailored to your organization's size and structure. These paths build precisely the competencies required.

INTRODUCING GOAL MANAGEMENT SYSTEMS

Clear goals are the foundation of effective collaboration and real progress.

We support you in implementing goal management systems such as Management by Objectives (MbO) or Objectives & Key Results (OKRs) – in a pragmatic, hands-on way, always focused on what truly matters.

The biggest challenge? Translating strategic goals into actionable objectives that employees not only understand but are also motivated to achieve.

And: flexible goals need to remain adaptable – without creating chaos.With the Coverdale Aims Grid, we offer a field-tested tool that helps formulate strategic goals in a clear and actionable way – a real game changer, especially within MbO processes.

Our experienced consultants in Austria are certified OKR coaches and will guide you through the implementation of agile goal management systems – tailored to your organization.

Shape your future with clear goals – we'll show you how.

OUR TRAINING PORTFOLIO

FORMATS

Together with our clients, we select the format that best fits their needs – from fully in-person experiences to virtual settings or a combination of both.

We are experts in designing and delivering hybrid solutions!
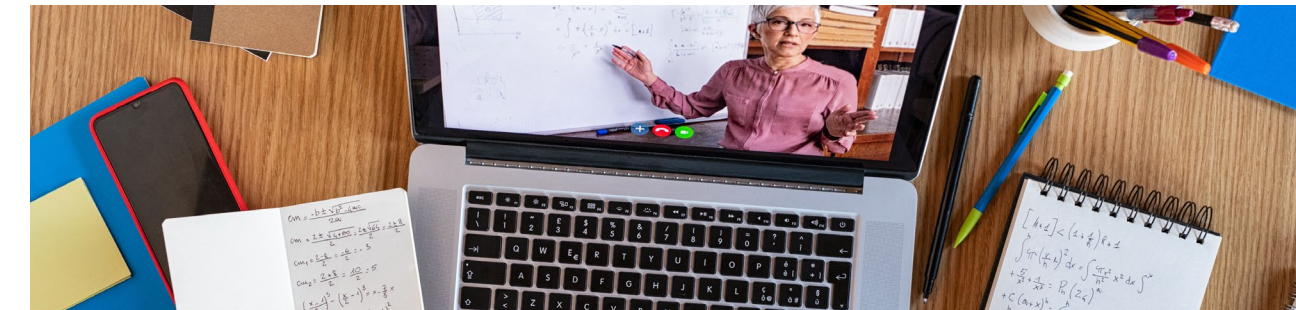
TOPICS

LEADERSHIP DEVELOPMENT

| PEOPLE DEVELOPMENT |
| --- |

AGILITY AND NEW WORK

E-LEARNING

We offer stand-alone e-learning courses on our key topics or as part of a bundled learning experience in our app "Ralph."

BLENDED LEARNING

Our blended learning courses are developed by experienced business trainers and provide the same engaging flow as in-person settings.
A dedicated coach guides participants throughout the entire program.
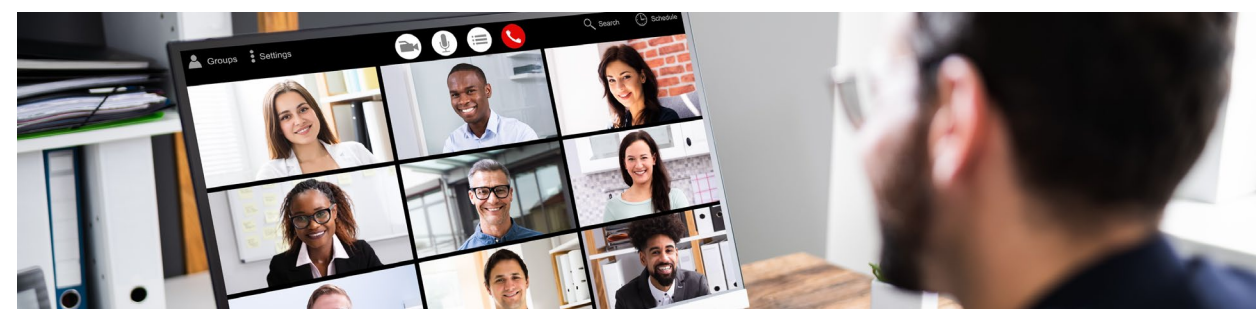
LIVE ONLINE TRAINING

We offer interactive online formats ranging from half-day workshops to multi-day training sessions, focused on leadership and collaboration.

IN-PERSON CLASSROOM EXPERIENCE

We work live with small groups starting at four participants, with one coach dedicated to each group.
Our approach is based on experiential learning, using iterative learning cycles to ensure lasting impact.
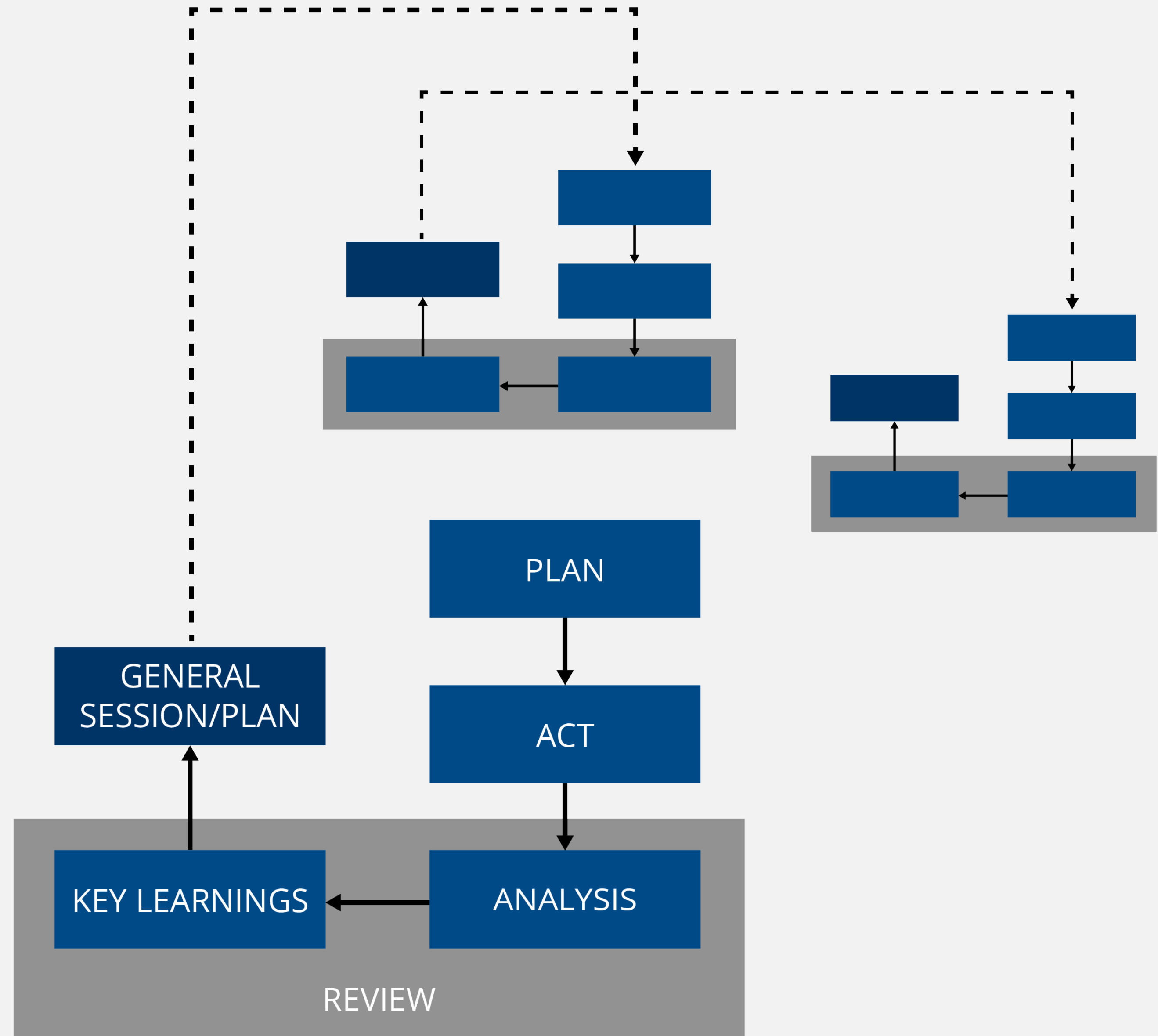
THE COVERDALE LEARNING METHOD

In Coverdale trainings, participants take responsibility for their own learning process. They work on practical tasks that are either explicitly tailored to their organization or closely mirror real-life challenges. The goal: to achieve real, verifiable results with limited resources, just like in everyday work situations.

Coverdale is unique because our trainings create a safe "lab environment" that allows for deep reflection. Together, we analyze outcomes, review the path taken, and critically question approaches—openly, respectfully, and at eye level.

Our consultants build directly on these experiences during the theory sessions. They provide input, share proven methods and models, and encourage participants to try new behaviors, always focusing on personal action and learning as a team.

This is how sustainable development happens: through hands-on experience, critical reflection, and growing together.

EXCERPT FROM THE COVERDALE TRAINING PORTFOLIO

LEADERSHIP DEVELOPMENT

- Change Management
- Making Virtual Meetings Work
- Leading with Emotional Intelligence
- Making Effective Decisions
- Leadership and Transformation
- Influential Leadership
- Leadership Awareness Training
- Conducting Employee Conversations
- Facilitating Conflict Resolution

- Facilitating Meetings
- Organizational Development
- Positive Leadership
- Remote Leadership
- Goal-Oriented Leadership

NEW WORK

- Agile Mindset
- Agile Leadership Roles
- Agility in a Nutshell
- Design Thinking
- Kanban
- Resilience
- Scrum
- Collaboration in Agile Teams

EMPLOYEE DEVELOPMENT

- Communication
- Conflict Management
- Facilitation
- Presentation Skills
- Handling Difficult Conversations
- Self and Time Management
- Negotiation Skills
- Collaboration in Groups and Teams
- Collaboration in Virtual Teams

LEADERSHIP DEVELOPMENT

___

From Managing to Leading:
Empowering Leadership - in a Changing World

Not long ago, being a good manager was enough. Today, organizations are looking for something more: authentic leaders who can navigate complexity, foster collaboration even within traditional hierarchies, and drive impact across functional and organizational boundaries. Modern leadership is about creating space – space for experts to grow, contribute, and succeed. Leaders need more than just organizational skills in a world of rapid change and uncertainty. They must bring empathy, adaptability, and strong interpersonal capabilities.

At Coverdale, we co-create tailored leadership programs with our clients. These programs are built around real challenges and designed to develop the most critical competencies. Whether structured by theme or based on proven models like KODE®, our programs help leaders grow practically, personally, and sustainably.

CHANGE MANAGEMENT

The Core Leadership Task: Providing Direction in Uncertain Times

In today's turbulent environment, one of the most important responsibilities of leaders is to provide clarity and ensure effective goal achievement.

This training focuses on understanding your response patterns to change, exploring how people typically react during change processes, and learning how to handle resistance constructively, without losing sight of the intended goals.

You will also learn how to design and manage change processes effectively, starting with developing a compelling and emotionally resonant change vision.

Participants will be able to reflect on their own change experiences and generate ideas for improvement.

KEY TOPICS

- Foundations of Change Management

- The Human Side of Change

- Managing the Change Process

- The Leader's Role in Change

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

RUNNING VIRTUAL MEETINGS EFFECTIVELY

More and more meetings are taking place in virtual environments. In hybrid settings, teams are split, with some members physically present in the office while others work remotely from home.

Fully virtual and hybrid meetings require facilitation skills different from traditional in-person formats.

This training explores how to lead meetings effectively, even under challenging conditions. You will learn facilitation techniques for virtual environments and how to prepare in a structured and purposeful way.

You'll also sharpen your ability to read and manage your colleagues' or team members' reactions and contributions – even when they're not in the same room:

KEY TOPICS

- Using Virtual Platforms Effectively

- Visualization Tools for Interactive Facilitation in Virtual Settings

- Structuring and Preparing Virtual Meetings

- The Role of the Facilitator

- Working with the Camera and Multiple Screens

EMOTIONAL LEADERSHIP

People with high emotional intelligence easily recognize their emotions, manage their reactions, and build positive interactions with others.

This ability leads to success both at work and in life. Emotional intelligence is worth developing further.

In this course, you'll start by understanding what emotional intelligence is. Then, you'll learn how to strengthen your emotional intelligence by developing your personal and social competencies.

Finally, you'll discover how to grow as a leader by expanding your skills in emotionally intelligent leadership.

KEY TOPICS

- What Emotional Intelligence Means

- Strengthening Self-Awareness

- Boosting Self-Motivation

- Developing Empathy

- Exploring Diverse Leadership Styles

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

EFFECTIVE DECISION-MAKING

People with strong decision-making skills actively choose between different courses of action and work toward self-defined, creative goals. When clear decision-making criteria are unavailable, they rely on their values and experience, staying focused on what truly matters.

In this training, you'll explore various decisions and learn to apply first- and second-order decision-making tools. These include methods such as consent, consensus, negative consensus, pro-con lists, paired comparison, and more.

KEY TOPICS

- Fundamentals of Decision-Making

- First-Order Decisions

- Using Intuition as a Decision-Making Aid

- The Effectuation Approach for Open-Ended Decision Scenarios

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

LEADERSHIP AND TRANSFORMATION

Transformation refers to change processes that lead to fundamental shifts in an organization's operations.

The exact outcome of a transformation is often unclear at the outset. As a leader, it's essential to understand the right levers to guide and navigate such open-ended processes.

In this training, you will explore the difference between traditional change and true transformation. You'll also experiment with the Effectuation approach – a flexible, opportunity-driven method for leading change – by applying it to real-world questions brought in by the participants.

KEY TOPICS

- Differences Between Change and Transformation
- Indicators and Behavioral Patterns at the Threshold of Transformation
- The Effectuation Approach
- Agile Transformation

ORGANIZATIONAL DEVELOPMENT FOR LEADERS

Leaders need a basic understanding of how organizations function – and how to navigate social systems to enable change from within, creating value for the whole.

Silo thinking is outdated. Networked collaboration, open information flows, and cross-functional approaches are key success factors in today's organizations.

In this training, we explore the fundamentals of organizational development. Based on the participants' real-life environments, we work together to identify ways to strengthen their organizational units, so they can effectively respond to current challenges.

KEY TOPICS

- The Evolution of the Management Pyramid

- Key Levers of Organizational Development and Their Impact

- The Leader's Role in Organizational Change Processes

- Modern Forms of Organizational Collaboration

INFLUENTIAL LEADERSHIP

In today's increasingly complex organizations, achieving your goals often depends on the support of others.

With **influential leadership**, people follow not because they have to, but because they want to. Influence replaces authority.

In this training, you'll learn key methods and tools for building influence while reflecting on your own behavior and receiving feedback.

We'll work with real scenarios from participants to apply what we learn directly to practice.

KEY TOPICS

- Achieving Goals by Building Trust

- Recognizing Your Own Needs and the Needs of Others

- Working with an Interest-Based Approach

- Understanding and Reflecting on Your Impact on Others

- Identifying and Managing Team Dynamics

LEADERSHIP AWARENESS TRAINING

This training allows you to reflect on your leadership principles in a supportive, experiential learning environment at a horse farm in Graz or northern Lower Austria.

We work with horses as neutral mirrors. Their feedback is immediate and unfiltered: they either accept your leadership or don't.

Through groundwork with horses, you will explore key leadership principles such as attention, respect, trust, and performance.

In the second phase, you'll reflect on your experience and use targeted transfer questions to develop concrete actions for your everyday leadership practice.

KEY TOPICS

- Through hands-on work with horses, you will reflect on and analyze your personal leadership mindset.

- Key focus areas include:
    - Attention
    - Trust
    - Respect
    - Performance

CONDUCTING EMPLOYEE CONVERSATIONS

One of the most critical aspects of leadership is effective communication with employees.

In many organizations, formalized annual reviews are conducted as one-on-one meetings. Leaders are expected to conduct crisis, feedback, or conflict conversations in more challenging situations. To lead successfully, managers must be able to handle all of these conversations professionally.

In the training "Leading Effective Employee Conversations", you will learn how to communicate in a solution-focused way, tailored to the specific context and type of conversation.

We will work on solution-oriented communication techniques and questioning strategies and apply them directly to real-life cases brought in by the participants.

KEY TOPICS

- Solution-Focused Communication

- Types of Conversations: Goal-Setting, Feedback, Criticism and Conflict, Termination

- Systematic Preparation and Execution

- Documenting Conversations

FACILITATING CONFLICTS

Conflict is part of everyday work life. When conflicts have been simmering for a long time or emotions are running high, a one-on-one conversation between the parties involved is often no longer enough. In these cases, a neutral third party is needed to guide and structure the resolution process.

Conflict facilitators need strong social skills and the ability to steer the process without getting personally involved or taking on the role of a judge.

This advanced training is designed for experienced conflict practitioners who want to refine their skills for facilitating conflict situations.

We focus on analytical and systemic approaches to conflict resolution – providing practical tools to guide even the most challenging dynamics.

KEY TOPICS

- Conflict Analysis

- The Conflict Facilitation Process

- Systemic vs. Analytical Approaches to Conflict Resolution

FACILITATING MEETINGS

As a leader, you spend most of your workday in meetings. Hybrid and virtual formats add another layer of complexity.

This training will show you how to run meetings effectively – even when conditions are challenging. You will learn various facilitation techniques and how to prepare in a way that fits the specific setting. You'll also develop a sharper sense for reading and guiding the reactions and contributions of your team members and colleagues.

KEY TOPICS

- Preparing Meetings for the Situation at Hand

- The Facilitation Process

- The Role of the Facilitator

- Key Considerations in Virtual and Hybrid Meetings

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

POSITIVE LEADERSHIP

Positive psychology focuses on people's strengths and potential, and how these can contribute to a meaningful life. The concept of Positive Leadership brings these insights into the workplace, applying them to leadership and collaboration.

In this training, you'll learn the fundamentals of Positive Leadership and discover how to apply this powerful approach in your area of responsibility—leading your team toward shared success.

The program also includes a personal PERMA-Lead potential assessment, giving insight into your unique strengths and untapped potential.

KEY TOPICS

- Boosting Positive Emotions

- Developing a Positive Presence

- Putting Strength-Based Leadership into Practice

- Leading with Trust and Respect

REMOTE LEADERSHIP

As the leader of a virtual team, it's essential to trust your employees' commitment and give them the autonomy to decide how best to approach their tasks. At the same time, you are responsible for shaping the framework for collaboration with your team. This includes, for example, establishing regular communication routines and agreeing on how to handle ad hoc requests.

In this training, we will explore different collaboration setups and what they require from leaders. A key focus will be on one-on-one communication between leaders and team members. Especially in virtual environments, these personal conversations are crucial to maintaining strong working relationships and supporting the social fabric of the team.

KEY TOPICS

- Leadership Requirements in a Virtual Environment

- Delegating Tasks and Following Up on Results

- Solution-Focused Communication

- Work Hacks for Leaders

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

GOAL-ORIENTED LEADERSHIP

Goal-oriented leadership is a key competency for successfully handling day-to-day leadership responsibilities. When passing on goals to employees, leaders must assess how much freedom to grant, how experienced the employee is, and how independently they can work.

In this training, you will learn the Coverdale Aims Grid, a practical tool for defining goals even in complex situations. We will also explore management systems that help structure and organize goals effectively.

KEY TOPICS

- Defining Goals

- Delegating Tasks

- Aims Hierarchies

- Goal Management Systems (MbO and OKR)

- The Effectuation Approach

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

EMPLOYEE DEVELOPMENT

———

Employee Development – A Key to Shared Success

In an increasingly complex work environment, technical expertise alone is insufficient. Depending on their roles, employees must also demonstrate strong methodological, social, and process-related competencies to perform effectively.

We focus on the structured and targeted development of these capabilities – using an approach based on hands-on experience, reflection, and practical application. Special emphasis is placed on key skills such as setting and achieving goals together, making binding agreements, managing conflicts constructively, and actively driving change.

With our support, your employees will strengthen their technical expertise, improve their ability to collaborate effectively, and shape organizational transformation.

Employee development is not a "nice to have" – it's a foundation for long-term business success.

COMMUNICATION

Communicating with others is a powerful way to create connection, and just as easily, to create misunderstanding. The sender encodes their message (usually through language), while the receiver interprets it as accurately as possible. Most of our communication takes place on an emotional level. As Paul Watzlawick famously said, "You cannot not communicate."

In this training, we explore key communication models and examine what makes communication truly effective, so it works for both the sender and the receiver. Structured reflection after each activity ("Review") encourages conscious learning from experience.

KEY TOPICS

- Communication Basics – for example, the Iceberg Model

- The Four Sides of a Message

- Shifting Perspectives – A Communication Tool for Difficult Situations

- Emotion and Communication

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

CONFLICT MANAGEMENT

Conflicts—and knowing how to deal with them—should be a natural part of everyday business. When handled well, they can release energy that strengthens collaboration rather than holding it back.

The key is recognizing conflicts early, addressing them promptly, and finding workable solutions. This training is designed for those who are new to conflict resolution.

You will learn how to identify conflicts, analyze them effectively, assess the situation, and work toward solutions that all parties can accept and commit to.

KEY TOPICS

- Defining Conflict
- Analyzing Conflict
- Managing Conflict
- The Analytical and the Systemic Approach to Conflict Resolution
- Negotiating Solutions

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

FACILITATION

We define facilitation as supporting groups that make the best possible use of all available resources. This support typically happens at the process level. Facilitators provide methods, tools, and structures that allow group members to focus entirely on the task.

In this training, you will learn how to facilitate meetings and workshops to help groups achieve their intended outcomes. The focus is on practical facilitation settings using both analog and digital tools.

KEY TOPICS

- Facilitation Basics

- The Facilitation Process

- Setting and Tracking Goals

- The Role of the Facilitator

- Preparation, Documentation, and Follow-Up

- Handling Difficult Situations and Participants

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

PRESENTATION SKILLS

Effective presentation skills are key to success in today's business world. Discover what makes great presenters stand out, learn how to design compelling visuals, and master the art of persuasive speaking.

Whether you're presenting to a small team or a large audience, this training will give you the confidence and tools to shine in any setting. Learn how to deliver your message with clarity, presence, and impact – and how strong presentation skills can transform your professional journey.

KEY TOPICS

- Presentation Basics

- Crafting a Key Message

- The Five-Sentence Method

- Opening, Closing, and the S.T.A.R. Moment

- Basics of Visual Design

- Voice – Language – Body Language

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

CONDUCTING DIFFICULT CONVERSATIONS

A conversation becomes difficult when there's a chance that at least one party may respond emotionally to the topic. This could involve delivering bad news, giving critical feedback, or addressing a sensitive or stressful issue for one or both sides.

In this training, you will learn to navigate challenging conversations confidently and comprehensively. You will also have the opportunity to prepare for upcoming conversations and reflect on past interactions that didn't go as planned.

KEY TOPICS

- Communication Filters

- The Vicious Circle of Decision-Making

- A Systematic Approach

- Nonviolent Communication (based on M. Rosenberg®)

- Recognizing Emotions in Conversation and Responding with Empathy

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

SELF AND TIME MANAGEMENT

Self-organization is the process of creating structure in one's daily routine, shaping workflows and complex tasks, and managing one's time use. It's a skill that can be continuously developed; there is no one-size-fits-all solution.

Personal leadership is a more inward process. It involves regularly reflecting on yourself, your individual questions, and your life in a more focused and systematic way.

In this training, you will explore tools for time and self-management and discover the key elements of effective personal leadership.

KEY TOPICS

- Effective Time Management

- Self-Management Methods such as the Eisenhower Matrix and the Pareto Principle

- Strategic Self-Management

- Developing Stress Intelligence

- Understanding Inner Drivers

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

NEGOTIATION SKILLS

Negotiations are among the most challenging tasks in professional life. The line between success and failure is often thin and strongly influenced by personal presence and professional behavior. Poor preparation, vague wording, or unclear agreements can quickly lead to difficult situations that cost real money and may weaken your professional standing.

In this training, you will explore different types of negotiation, practice with real-life cases, and learn how to create win-win solutions for all parties involved. We will show you how to prepare effectively and guide you through a structured negotiation process based on the four Harvard Principles to reach sustainable, cooperative agreements.

KEY TOPICS

- Applying the Harvard Concept in Practice

- Positional Bargaining

- Haggling – But Doing It Right

- Working with Options

- The Best Alternative to a Negotiated Agreement (BATNA)

- Recognizing and Defusing Tricks and Psychological Pitfalls

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

WORKING TOGETHER IN GROUPS AND TEAMS

Strong collaboration across teams, departments, and functions is essential for organizations to remain flexible and effective long-term. Social skills shape how we interact and act as the "lubricant" in collaboration. Process skills, on the other hand, help ensure that teams work toward shared goals efficiently and effectively.

This training will give you hands-on experience with simple yet powerful management tools that support successful collaboration.

KEY TOPICS

- Defining Goals

- Time Horizons of Goals

- A Systematic Approach

- Ground Rules for Collaboration

- Team Development

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

COLLABORATION IN VIRTUAL TEAMS

Across industries and beyond international contexts, more organizations are turning to virtual teams alongside traditional in-person collaboration. While virtual teams also need structured processes, they often operate with a higher degree of self-organization than co-located teams. For this to work well, it's essential to clarify each team member's expected output and align individual efforts with team goals.

In this training, you will explore the specific challenges of virtual collaboration. We'll also cover technical aspects such as which platforms and tools are best suited for different purposes.

KEY TOPICS

- Setting Goals Together

- Taking a Systematic Approach

- Ground Rules for Virtual Collaboration

- Technical Foundations for Successful Virtual Work

AGILITY AND NEW WORK

—

Developing an Agile Mindset – Driving Change from Within

For us, agility is more than just a set of tools or methods – it's a mindset. It reflects a willingness to find solutions together in uncertain, complex situations and the courage to explore new paths.

Our trainings create space for reflecting on personal attitudes, questioning ingrained habits, and enabling genuine development. An agile mindset doesn't come from rules or prescriptions—it grows through hands-on experience, conscious reflection, and self-directed action.

We work in cycles ourselves: try, reflect, adapt, and begin again. We adopt this mindset when supporting individuals who want to become more adaptable and develop new capabilities.

Agility starts with each individual, and we're here to help make it real.

AGILE MINDSET

Agility is a mindset, not a method or a tool.

For leaders who want to succeed in increasingly agile environments, moving beyond rigid routines and developing new ways of thinking and working is essential. Our brains can critically examine and change deeply ingrained thought patterns throughout our lives. That's why the journey toward becoming a more agile organization begins with developing an agile mindset.

In this training, you will explore your values and beliefs and learn what it takes to thrive in complex environments. Agility doesn't start with introducing a framework—it starts with questioning your assumptions and reshaping your attitude.

KEY TOPICS

- Agile Values
- Agile Principles
- Working with an Agile Mindset, without a specific method
- Self-Reflection

AGILE LEADERSHIP ROLES

In agile teams, leadership tasks are often distributed among team members or assumed by line managers operating at the organizational level.

In this training, we examine agile collaboration from a leadership perspective and identify the key requirements of the various leadership roles needed in agile environments.

Typical leadership responsibilities in agile teams include:

- Who gives the team its mandate, and with whom should it be negotiated?

- Who ensures the team has the right conditions to work without disruption?

- Who addresses and resolves conflicts?

- How are talent development and performance management handled?

- How are decisions made?

- Who is responsible for managing and continuously improving the team's processes?

KEY TOPICS

- Leadership Means Providing Structure

- Servant Leadership as a Core Attitude

- Leadership as a Shared Responsibility

- How Distributed Leadership Can Be Effective

AGILITY IN THE NUTSHELL

Traditional work structures that functioned well just a few years ago are increasingly reaching their limits. Value-creating processes often become sluggish because people try to respond to rising complexity with linear thinking and control, instead of exploring more flexible organizational forms and agile approaches.

As a manager, you don't need to master every agile method. But you should understand the fundamentals and effects of agile practices so you can create the right conditions for teams to perform successfully in complex environments.

In this training, you will learn the basics of agility and explore key questions such as:– What does it mean to "be agile"?– Which agile practices also work in traditionally structured organizations?– What small changes (so-called work hacks) can be applied without overhauling the entire system?– How can collaboration be accelerated and decision-making shifted closer to the experts?– Which agile methods are suitable beyond IT development, and how do they work?

KEY TOPICS

- Agility – Core Principles

- Working with Agility Beyond Methods

- Introduction to:
  - SCRUM
  - KANBAN
  - Design Thinking

DESIGN THINKING

Design Thinking is a problem-solving approach to developing compelling, innovative ideas from the user's perspective.

In this training, you will learn the fundamentals of Design Thinking step by step. You will experience how a Design Thinking micro process works and which basic tools can support generating creative ideas.

We use the Coverdale experiential learning method and work with real-life projects brought in by participants. You will also learn how individual iterations connect to form the bigger picture of the Design Thinking macro process.

KEY TOPICS

- The Double Diamond

- The Micro Process

- The Macro Process

- Working with Personas

- Creativity Techniques Along the Design Thinking Micro Process

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

GETTING STARTED WITH KANBAN

KANBAN is a process control method initially developed for Toyota production management. In recent years, it has become increasingly popular in agile contexts for visualizing and managing work effectively.

This training is designed for leaders in organizations exploring New Work approaches. You will learn what KANBAN is and why it's a powerful method for accelerating processes without overloading your team or organization.

The key is to start at the individual level but apply the method primarily to visualize cross-functional activities—this is where KANBAN reveals its full potential. You will also experience how limiting Work in Progress (W.I.P.) increases efficiency, how the "pull system" works, and who sets priorities within the KANBAN method.

KEY TOPICS

- Methodological Foundations
- KANBAN in Production
- KANBAN in IT and Related Fields
- Using WIP Limits to Increase Efficiency
- Setting Priorities
- The Pull System

RESILIENCE

In psychology, resilience refers to a person's ability to remain strong during crises, trauma, or intense stress.

In this training, participants will take a closer look at their own lives. We explore the personal patterns each individual has developed over time and how these influence everyday behavior.

In the second part, we focus on strategies for sharpening self-awareness, actively replenishing personal energy, and building greater resilience through conscious personal development.

KEY TOPICS

- The Seven Pillars of Resilience

- Strategic Self-Management

- Identifying Your Inner Drivers

- Biographical Reflection

- Inner Mindfulness

ALSO AVAILABLE AS AN E-LEARNING OR BLENDED LEARNING PROGRAM

GETTING STARTED WITH SCRUM

Initially developed for software projects, SCRUM is an agile project management method designed for situations where the outcome cannot be fully defined at the start. Through short, iterative work cycles called "Sprints," complex tasks are tackled quickly and efficiently. This enables project teams to respond flexibly to changes and refine the end product in close collaboration with the client.

Today, SCRUM is increasingly used beyond IT – in any context where innovation and adaptability are essential.

In this training, you'll work on practice projects structured as Sprints, giving you hands-on experience with the method. You'll also learn about the core roles, rituals, and routines that make SCRUM effective – and how they support agile principles and continuous team improvement.

KEY TOPICS

- Fundamentals of the Method
- Roles in the SCRUM Process
- The SCRUM Workflow
- Working with Sprints

WORKING TOGETHER IN AGILE TEAMS

Collaboration in agile teams is built on continuous communication, short feedback loops, and trust in each other's capabilities. Teamwork focuses on finding solutions. Visualizing ideas helps save time and creates shared understanding. A core element of agile work is ongoing learning, which is why reflection and feedback are essential.

In this training, participants will learn the difference between linear and agile ways of working. They will complete practical tasks and experience key elements of agile collaboration based on agile principles without relying on a specific method. The training focuses on setting shared goals, applying the Plan–Check–Do–Review cycle, integrating feedback loops, and using simple visualization tools.

We will test agile collaboration through hands-on simulations based on real-life challenges.

KEY TOPICS

- Setting Shared Goals

- Establishing a Cyclical Collaboration Process

- Using Reviews to Reflect on Outcomes and Processes

- Roles Within the Team

- Leadership as a Shared Responsibility

OUR COACHING OFFERS

SYSTEMIC COACHING

Systemic coaching supports individuals and teams in developing new perspectives, strategies, and guiding principles – and in integrating them into their day-to-day actions. Coaches serve as personal sparring partners, working with their clients as equals.

As a solution- and resource-oriented approach to professional development, systemic coaching in organizations is based on the following principles:

- Clients are the experts in their context; coaches are experts in the process and conversation design.

- Collaboration is based on equality – the human being is at the center.

- Interventions are designed to open up new options for action and expand the client's scope of choice.

- Coaches may offer subject-matter input – it is up to the client to accept or decline it.

- Coaching takes place in a protected, confidential, and voluntary setting – this is the foundation for effective collaboration.

KEY TOPICS

- Executive Coaching and Leadership Support

- Exploring New Career Perspectives

- Taking On a New Role

- Preparing for a New Job

- Work–Life Balance

- Teams Reflecting on Their Collaboration

AGILE COACHING

Agile Coaching – More Than Just a Toolbox

Agile coaching is a powerful blend of systemic coaching, training, consulting, facilitation, and mentoring embodied in one person. Agile Coaches don't just know methods and tools from theory; they draw from their own experience, embody an agile mindset, and view organizations through the lens of development and collaboration.

A skilled Agile Coach brings much more than just Scrum certificates. They support teams as they take their first steps into the agile world, help identify the proper methods, define roles clearly, clarify responsibilities, and build structured collaboration from the beginning. At the same time, they also guide leaders and managers in developing agility across the organization.

What matters? Making work visible, managing task flow, establishing meaningful feedback loops, driving continuous improvement, and handling team dependencies – all to enable true self-organization and collaborative leadership.

We help agile teams not just understand agility, but truly live it.

KEY TOPICS

- To develop effective principles,

- to identify pitfalls in collaboration – both within teams and across teams,

- to further strengthen the teams' process competence.

- The focus is on reflecting role clarity, applying methods appropriately, ensuring clean planning, and continuously improving how teams work together.
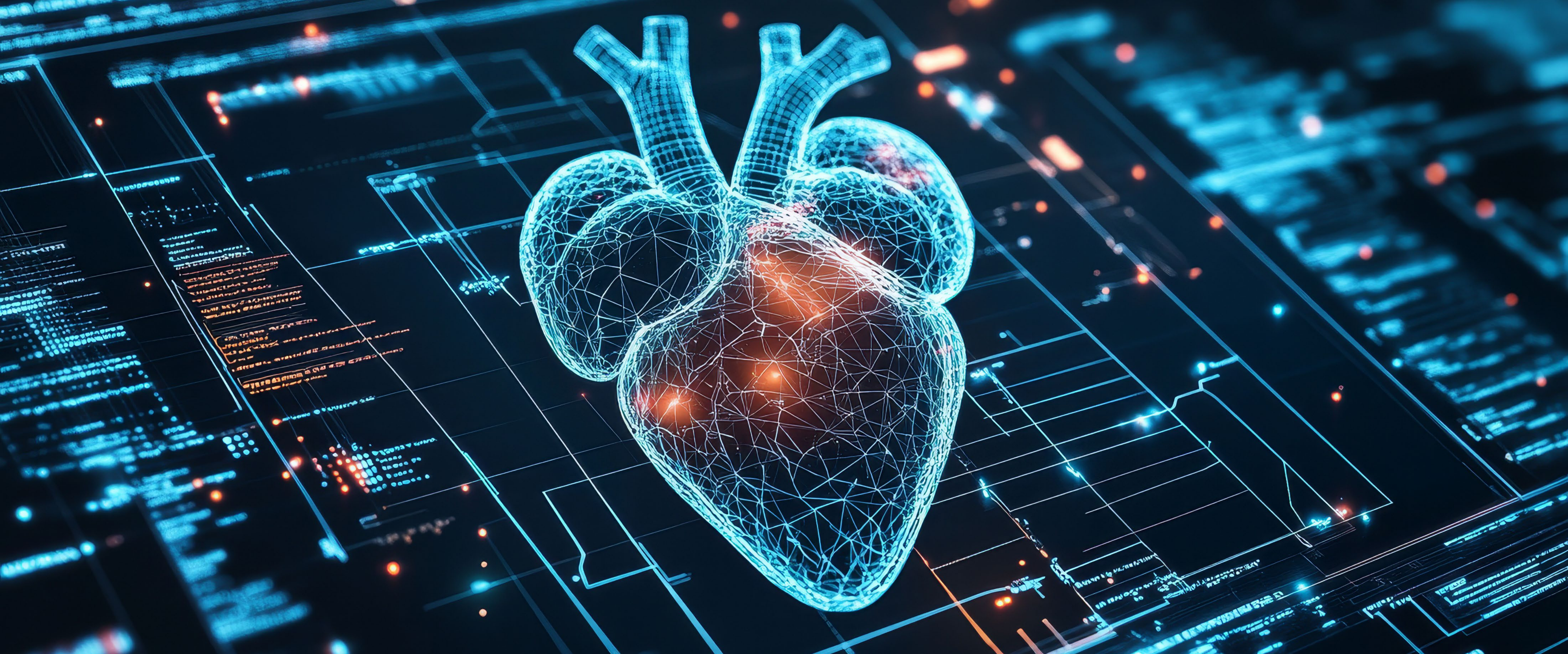
MODELS AND SYSTEMS WE WORK WITH

THE KODE® METHOD

KODE® – COMPETENCE DIAGNOSTIC

- The KODE® method (Competence Diagnostics and Development) is a scientifically grounded tool for measuring individual capabilities in action and self-organization. Developed by Prof. Dr. Volker Heyse and Prof. Dr. John Erpenbeck, KODE® has supported organizations since the 1990s in identifying, developing, and strategically applying competencies.

- The method reveals how effectively a person uses their competencies and where development potential lies by comparing actual and target profiles (the so-called KODE® Bridge). This comparison forms the basis for tailored coaching processes and customized development initiatives for individuals and teams.

- KODE® is used in talent development, recruiting, and change management to accurately fill roles, define clear requirements, and strengthen a competence-oriented leadership culture.

- Our consultants are certified KODE® experts with many years of experience. They regularly and successfully apply the method in individual coaching and large-scale organizational development projects.

THE KODE® BASIC COMPETENCES

- **Personal competence** is the ability to be both thoughtful and self-critical, to develop productive attitudes, values, and ideals, and to act accordingly.

- People with strong personal competence consistently align their actions with their values and ideals, which makes them appear credible and trustworthy to others.

- **Action and implementation competence** is the ability to actively and decisively put into practice one's knowledge, skills, communication outcomes, personal values, and ideals.

- People with intense action and implementation competence roll up their sleeves and get things done. They are competitive, goal-oriented, and naturally take the lead on projects.

- **Social and communication competence** is the ability to actively engage with others, both in collaboration and in constructive disagreement, and to communicate and cooperate creatively.

- People with strong social and communication competence understand others and can express themselves clearly. They know how to build relationships and foster consensus within groups.

- **Technical and methodological competence** is the ability to tackle seemingly unsolvable problems through creative action, backed by strong subject-matter expertise and methodological know-how.

- People with high technical and methodological competence think and act analytically and systematically. They can grasp complexity, break it down, identify risks, and develop mitigation strategies.

COMPETENCE MANAGEMENT – ACTIVELY SHAPING THE FUTURE

Competence management means systematically identifying employees' capabilities, purposefully developing them, and aligning them with strategic goals.

Using the KODE® model, we use observable and trainable behavioral anchors to make competencies measurable and guide development in a targeted way.

This creates transparency around strengths and development areas, forming a strong foundation for focused talent development and long-term competitiveness.

Our Core Areas of Expertise:

- Defining core and key competences

- Developing competence profiles

- Identifying potential and talent

- Closing competence gaps

- Preserving knowledge and skills

- Linking competences to strategic business goals

Competence Management – Your Foundation for Sustainable Development and Long-Term Success

COMPETENCY MANAGEMENT PROCESS

Identification Phase

Define competencies needed for strategic goals. Establish competency profiles for positions.

Validation Phase

Analyze existing competencies through self-assessment—Gather 360° feedback for comprehensive perspectives.

Transfer Phase

Compare the target and actual profiles. Identify competency gaps. Define targeted development measures.

FEEDBACK SOLUTIONS FOR MODERN LEADERSHIP

- **Especially in the context of Leadership 4.0, aligning self-perception and external feedback is becoming increasingly important.** Whether in feedback processes, cultural assessments, or leadership development programs—the way questions are selected and phrased has a direct impact on effectiveness and outcomes.

- That's why, in collaboration with our clients, we have developed a flexible, IT-supported survey format based on Lime Survey. It can be fully customized to meet your specific needs.

- Our focus goes beyond technology: we provide expert guidance throughout the entire process—from the initial idea to the interpretation and reflection of results.

- Whether you're looking for a brief pulse check with a few concise questions or a more comprehensive cultural or engagement survey—we work with you to design a format that fits your organization perfectly.

THE PERMA MODEL

The **PERMA model** summarizes the key principles of Positive Psychology and translates them into a business context. Numerous studies confirm the positive impact of **Positive Leadership** on employee engagement, retention, reduced absenteeism, and other essential business metrics.

The acronym stands for:

- **P – Positive Emotions**: Enhancing positive emotions increases joy, creativity, and employees' ability to solve problems effectively.

- **E – Engagement**. People who feel encouraged and can use their strengths are more deeply engaged in their work.

- **R – Relationships**. Trust and mutual respect are fundamental for people to accept guidance and leadership.

- **M – Meaning**. People want to find meaning in what they do.

- **A – Accomplishment**. Employees need to experience a sense of self-efficacy to stay motivated.

COVERDALE E-ACADEMY

EXCERPT FROM THE COVERDALE TRAINING PORTFOLIO

LEADERSHIP DEVELOPMENT

- **Change Management**
- Making Virtual Meetings Work
- Leading with Emotional Intelligence
- **Making Effective Decisions**
- Leadership and Transformation
- Influential Leadership
- Leadership Awareness Training
- Conducting Employee Conversations
- Facilitating Conflict Resolution

- Facilitating Meetings
- Organizational Development
- Positive Leadership
- **Remote Leadership**
- **Goal-Oriented Leadership**

NEW WORK

- Agile Mindset
- Agile Leadership Roles
- Agility in a Nutshell
- Design Thinking
- Kanban
- **Resilience**
- Scrum
- Collaboration in Agile Teams

EMPLOYEE DEVELOPMENT

- **Communication**
- **Conflict Management**
- **Facilitation**
- **Presentation Skills**
- **Handling Difficult Conversations**
- **Self and Time Management**
- **Negotiation Skills**
- **Collaboration in Groups and Teams**
- Collaboration in Virtual Teams

Courses marked in blue are available as E- and Blended Learning

COURSES OVERVIEW

Working together
Collaboration

Learn effective management tools for successful collaboration and process optimization.

In this training course you will discover effective management tools for improving collaboration and process competence through practical application.

Difficult conversations
Conflict Management

Learn how to conduct difficult conversations confidently and reflect on past conversations.

In this training course, you will learn how to conduct difficult conversations confidently by preparing for upcoming discussions and reflecting on past ones.

Conflict Management
Conflict Management

In this training course, you will learn how to recognize, analyze and resolve conflicts early.

This training for beginners teaches how to recognize and analyze conflicts in good time and develop acceptable solutions.

Communication
Negotiation

Successful communication: understanding different models and improving them through self-reflection.

Learn how communication works, explore models and improve your skills through reflective experiential learning.

Successful Decision-making
Leadership

Learn different forms of decision-making and tools for active goal realization.

This training teaches decision-making forms such as consensus, consensus, pro-contra lists, and pair comparisons based on values and experience.

Negotiation
Negotiation

Learn how to prepare and conduct negotiations to create win-win situations.

This training course will teach you how to prepare and conduct negotiations. Practical cases and the four Harvard principles will help you achieve win-win situations.

Design Thinking
New Work

Learn the basics of design thinking and apply them in practical projects.

Through experiential learning, you will learn the basics of design thinking and experience micro-processes and essential tools for developing creative ideas.

Goal-oriented Leadership
Leadership

Learn to lead with purpose and use the Coverdale Aimsgrid effectively.

This training teaches how to effectively define and implement goals, including the Coverdale Aimsgrid target and management systems for the target organization.

Resilience
New Work

Explore your resilience patterns and develop strategies for overcoming crises.

In this training course, you will analyze your resilience patterns, sharpen your awareness, and develop strategies to strengthen your resilience.

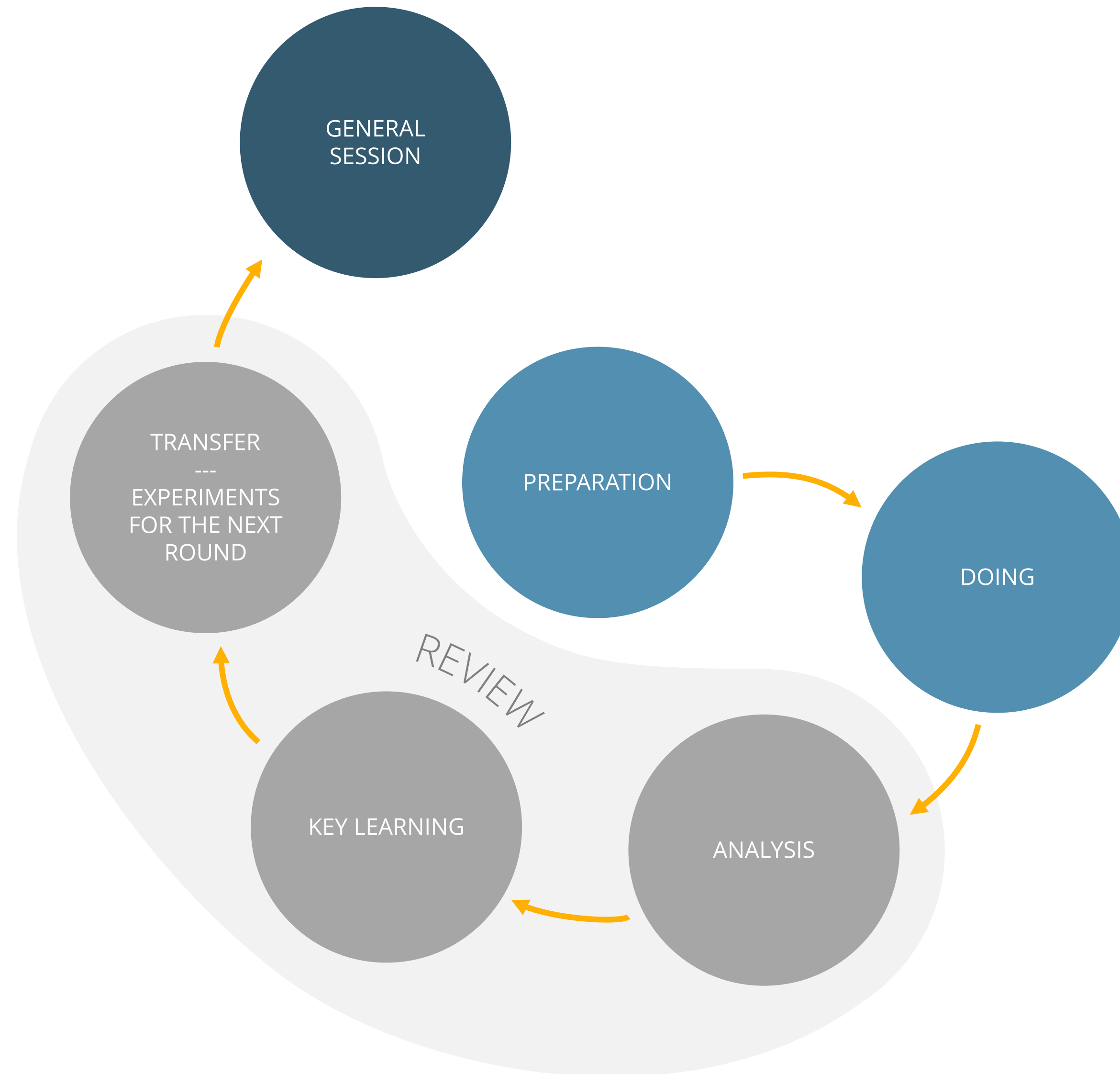COURSES   WHITEPAPERS   MICRO LEARNINGS   ARTICLES

RALPH

OUR WAY OF WORKING

EXPERIENCE-BASED LEARNING

OUR CLIENTS

OUR CLIENTS

PARTNERS

CUSTOM SOLUTIONS MADE TO FIT.

RELIABLE

We stand for well-founded concepts that deliver real impact. Our approach is solution-oriented, structured, and committed to following through on agreements. From initial analysis to implementation, we guide our clients with transparent processes, professional diligence, and a strong sense of accountability. **We keep our promises** in how we work and deliver results.

EXPERIENCE

Our consultants have been supporting leaders and teams through change for many years. We build on the experience of participants and start where they are — with a focus on what's relevant and practical in their context.

RESPONSIVE

We work at eye level with people and organizations. Our consultants bring hands-on leadership and project experience, allowing them to meet your teams with genuine understanding and respect for everyday challenges.

TAYLORED

We don't believe in off-the-shelf solutions. In close dialogue with our clients, we develop formats tailored to their specific goals and needs—individual coaching, team development, or comprehensive leadership and talent development programs.

2

3

1

4

A PARTNER
YOU CAN RELY ON

PRICING

COVERDALE PORTFOLIO B2B

DAY RATE (LOCAL)
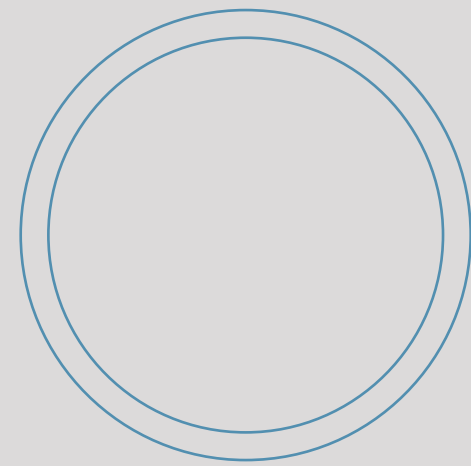
€2.200,-

✓ One Consultant
✓ Excl. Preparation and follow-up
✓ Excl. travel and accommodation expenses
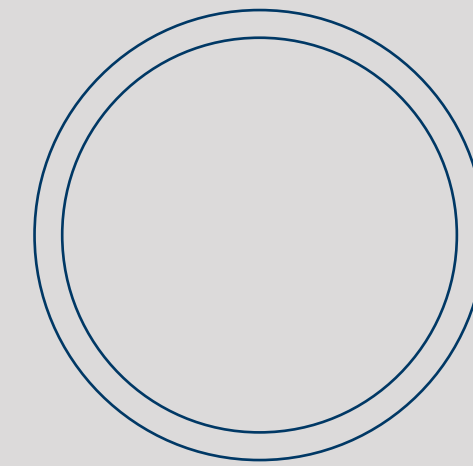
INTERNATIONAL DAY RATE
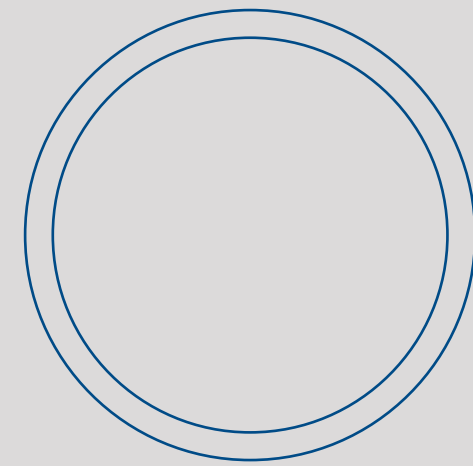
€3.900,-

✓ One Consultant
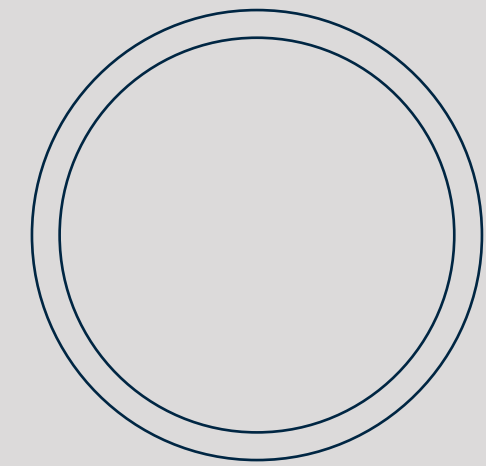✓ Excl. preparation and follow-up
✓ Excl. travel and accommodation expenses

COACHING
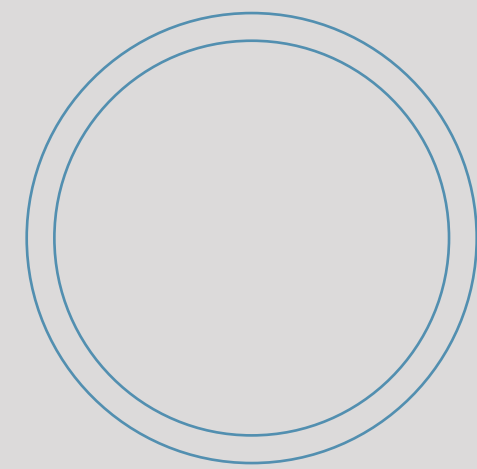
from € 280,- /h.

✓ Systemic Coaching

KODE® COACHING

from € 400,- /h.

✓ Participant Management
✓ Coaching preparation
✓ Implementation and documentation
✓ Excl. Target profile creation

COVERDALE DIGITAL B2B

E-LEARNING

€5.843,-

✓ Annual License
✓ SCORM Paket
✓ Unlimited Participants

BLENDED LEARNING
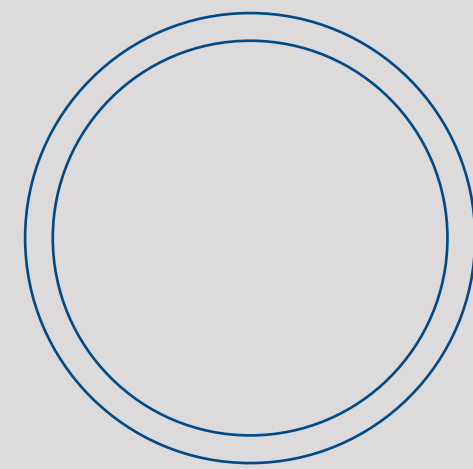
€6.946,- (excl. Coaching)

✓ Annual License
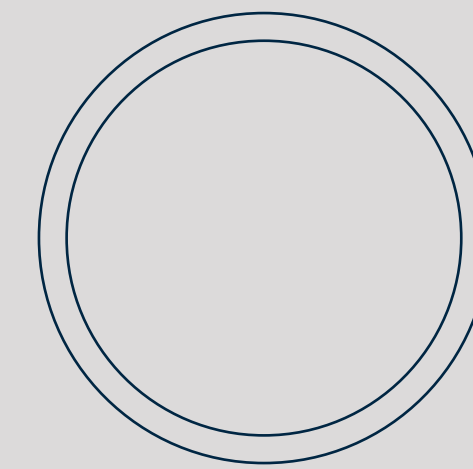✓ Coaching Package not included
✓ License can be canceled annually

RALPH - APP
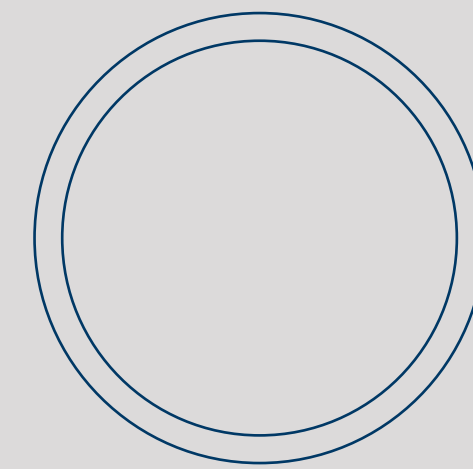
From €5 /Month

✓ 1 – 20 Participants: 20,-
✓ 21 – 40 Participants : 17,-
✓ 41 – 60 Participants : 15,-
✓ 61 – 80 Participants : 12,-
✓ 81 – 100 Participants : 10,-
✓ Ab 101 Participants : 5,-

E-CONTENT

On Request

✓ Creation of Branded Content
✓ Development and Production of Learning Materials
✓ Consulting on Learning Design and Didactics

QUESTIONS & ANSWERS

CONTACT INFORMATION

MAG. BIRGIT FISCHER-SITZWOHL

Coverdale Austria

📱 +43 699 10132686

✉ bfs@coverdale.at

💻 www.coverdale.at

MAIL: OFFICE@COVERDALE.AT
TEL: 0043 – 1 - 533 44 27
www.coverdale.at