



NLP NEUROEDUKACJA

# **MTMNCs: Management training in multinational companies in Eastern Europe**

NLP Neuroedukacja Ltd.; 20-111 Lublin; ul. Rynek 2, tel. 081/ 441 34 14; [www.neuroedukacja.pl](http://www.neuroedukacja.pl);  
NIP: PL 712-10-17-782; REGON: 430014437, registered in the District Court in Lublin, 11th Commercial Division of the National Court Register, KRS: 000062585



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## About NLP Neuroedukacja



**NLP Neuroedukacja** is a Polish-German expert company founded in 1991 to help people and organizations in determining and achieving the desired results in terms of individual and organizational development. We are a team of senior consultants with many years of experience in preparing and implementing systemic changes that increase operational and sales efficiency, as well as the efficiency of managing human resources in enterprises.

We offer:

- ❑ Research, consultations, and workshops for managers intended to diagnose the current state of affairs and produce a vision of changing the functioning of the enterprise in a given area;
- ❑ Producing comprehensive strategies – we design entire management systems and provide the relevant models and tools for managers to effectively implement the desired changes;
- ❑ Support to managers in implementing and reinforcing the desired effects through individual consultation and coaching, thematic workshops, skills training, and the necessary training sessions for managers and employees, as well as monitoring and inspection of the effects of the implemented changes in a long-term perspective.

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## Practice is what distinguishes us

- What distinguishes us is a systemic, ethical approach to introducing changes in organizations and teams.
- We are a team of specialists with many years of experience in managing people, teams, and organizations, as well as in sales management, negotiations, soft and hard HR, communication techniques, mediation, and discussion moderation.
- We have many years of experience in consultation, training, and coaching. Neuroedukacja, as a non-public educational institution, has trained several hundred trainers, coaches, and consultants.
- We have successfully carried out a number of projects in terms of boosting efficiency and implementing changes in the functioning of organizations, both in Poland and abroad.
- Over the 22 years of functioning of our company, we have built an extensive network of contacts with the best Polish managers. Today, for almost any project, we are able to invite as support our manager-colleagues that have introduced analogous changes in their organizations.





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## Theme 1 Management and Employees ( M & E)

### CASE 1 Reorganization and preparing firm to IPO (Initial Public Offering)

#### Output

The Board has taken action to IPO. To effectively carry out this process, it was necessary to restructure the company, make core business processes reengineering and organizational culture change.

The Board, managers and employees need support in the process of carrying out changes in the organization and adapting to the new business situation.

In parallel with carrying out changes in the branch in Poland the company has taken steps to expand the markets of Central - Eastern Europe (setting up branches in the Czech Republic, Romania and Hungary). Creating from scratch the structures in the post-communist countries has also required experienced consultants' support.

#### Action

Neuroedukacja consultants prepared the process of change and supported the company in carrying out this process during almost the whole two years of meetings, workshops, consultations, discussions. The series of workshops with practical use of simulation games (RPGs), to engage participants in making changes, was also conducted.

The project included:

- core business processes reengineering ,
- organizational culture change,
- developing the company IPO strategy,
- the company development plan and the foundation for the company's development in other European countries.

The activities were carried out simultaneously in Poland and the Czech Republic.



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## Theme 1 Management and Employees ( M & E)

### CASE 1 Reorganization and preparing firm to IPO (Initial Public Offering)

**Effect:**

Providing support in the organization changes before the company's IPO and the company's development plan.

1. Establish strategy of introducing changes:

- changing the attitudes of managers to change,
- develop communication style in the company, taking into account the specific type of management (branch offices in the two countries).

2. Changing organizational culture:

- raising business awareness (an attitude of responsibility and participation)
- development of new organizational schemes.



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## Theme 1 Management and Employees ( M & E)

### CASE 2 Restructuring, job evaluation, change in the remuneration system

#### Output

Neuroedukacja proceeded to tender, which dealt with the *Conducting of advanced trainings related to the job evaluation, the introduction of a new management system.*

#### Action

The project included:

- support in the process of carrying out an effective reorganization - consultations with the Board, workshop,
- prepare job descriptions (evaluation criteria and existing practices) - consulting, development and implementation of the job descriptions card, a pilot program, monitor the process,
- job evaluation - establishing the job evaluation team and supervision of its activities, methodology, conducting the evaluation sessions,
- developing a management by objectives system - a workshop for managers, creating a form for the determination and settlement of the objectives, developing of implementation mechanisms - the collection of data, creating the rules, creating the manual describing the management by objectives process,
- evaluation of the managers potential - assessment centre, psychological tests ZVT and BOMAT,
- development of changes to remuneration and premium system - preparation and implementation the new system.



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## Theme 1 Management and Employees ( M & E)

### CASE 2 Restructuring, job evaluation, change in the remuneration system

#### Effect

Defining the organization by the processes, restructuring, the introduction of the job evaluation system, the change of the system of remuneration (fixed part and the premium depends on the degree of achievement of the objectives), the introduction of the management by objectives system and an evaluation of the manager's potential with recommendations for the development of each person .

### CASE 3 Empowerment Project

#### Output

The international organization conducted an employee satisfaction survey for the production and postproduction departments in the field of the impact and efficacy, the initiative in taking action and taking responsibility. Based on the analysis of the results the Empowerment project was developed. The aim of the project was improving communication in both directions: workers-Board and Board-workers and to provide the trainings in the diagnosed developmental areas. Neuroedukacja company was invited to perform Empowerment Project.



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## Theme 1 Management and Employees ( M & E)

### CASE 3 Empowerment Project

#### Actions

- systemic analysis of the organization for barrier / the blocking initiative rules - questionnaire, meetings and interviews,
- the identification of barriers to the initiative, redefinition of these barriers and set up the rules to support the initiative - consultation with the Board,
- developing a vision of the learning organization - consultation with the Board,
- conduct a comprehensive training process for the managers starting from the position of production masters in the following areas: effective communication, conflict resolution, situational management.

#### Effect

- identifying and implementation of the new rules for two-way communication:
- the Board - employee and employee - the Board,
- developing and implementation of the vision of the learning organization,
- increasing employee initiative in taking action, taking responsibility in the organization,
- increasing knowledge and skills of the managers in the areas of effective communication, conflict resolution, situational management,
- due to the very positive feedback of the Empowerment Project, the project has evolved and include other employees.





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## Theme 2 - Inclusion and Exclusion (I&E)

### CASE 1 Women Leadership

#### Output

An international organization with a flat management structure requiring partnership, cooperation, self-managing and creativity. Under these conditions arose the need to strengthen the natural female leadership skills by conducting a workshop. Its purpose was to strengthen the active role of women in the organization to make better use of their potential to realize business goals. Participants of the workshop are women who work at high levels of management within the organization.

#### Actions

Main workshop issues - using RPG:

- men and women leadership,
- the challenges facing women in organizations,
- leadership and the attitude of the leader,
- leading and building partnerships,
- influencing,
- conflict management,
- different strategies for leadership,
- the personal effectiveness testing, using different strategies.



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## Theme 2 - Inclusion and Exclusion (I&E)

### CASE 1 Women Lidership

#### Effect

- increasing the leadership,
- the application of the conclusions of the workshop to the daily work,
- strengthening the organization capacity.

### CASE 2 Inclusion of foreign managers in Polish culture

#### Output

Manager had trouble adjusting to the business culture in the organization. Patterns of behaviour that were accepted in Turkey were not appropriate in Poland. There were complaints about the manager from the team and superiors. Manager had trouble with communication and anger management.

#### Actions

- 7 two-hour coaching meetings, which included an analysis of inappropriate actions, setting goals and ways of their implementation in fixed areas, defined specific tasks and exercises to perform,
- phone calls after meetings - feedback from performing the tasks and exercises to their possible redefining
- monitoring the progress



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## Theme 2 - Inclusion and Exclusion (I&E)

### CASE 2 Inclusion of foreign managers in Polish culture

#### Effect

Exceeding the barriers and build a new attitude through exercises, tasks, activities and feedback. After the process, manager has successfully joined in the activities of the organization, has improved the way to communicate with the team, has received positive feedback from superiors and subordinates.



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## Theme 3 - Employee Wellbeing and Work Life Quality (EW&WLQ)

### CASE 1 Workforce Voice - development project for managers

#### Output

The crisis in the sale of IT services made it necessary to make changes and savings in an international organization. Workers were brought to the necessity of introducing savings and changes in the functioning of the company. Managers were not included in decision-making process, problem solving, and define an action plan. This led the resistance against the introduction of imposed solutions. The aim of the project was to involve managers in the decision-making process in the company.

#### Actions

- Neuroedukacja consultant gathered information about manager's problems and goals during individual meetings with them,
- after the meetings proposals and questions were developed, which have been worked during the joint workshop,
- conclusions from the interviews were presented to management in the form of feedback,
- workshop was conducted based on the conclusions of individual meetings.

#### Effect

- preparing managers to engage in decision-making process, joint problem-solving in the company and the common definition of the action plan,
- diagnosis and naming problems in the company, analysis of the causes of the problem and the action plan to eliminate them.



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## Theme 3 - Employee Well-being and Work Life Quality (EW&WLQ)

### CASE 2 Merger of financial organizations

#### Output

Organization in the situation of a need to unify organizational culture resulting from the merger. The new company management faced the challenge of unification of organizational structures, business processes and development of new management culture.

#### Actions

Neuroedukacja consultants conducted a series of individual meetings with members of the board and group workshops with all the board members in order to develop and define a new corporate culture.

The difficult work situations were discovered, new rules, principles, values were defined as well as beliefs that allow people to deal with specific situations in managing.

#### Effect

- developing The Management Guide- the guide for the manager, which describes examples of difficult situations, and includes instructions on how to behave in a given situation, while respecting the values of the organization,
- unifying, promoted in the organization, ways of behaviour of managers in managing situations
- preparation of the merger (successful)
- unifying of organizational culture by defining values and the strategies to promote them by the Board
- elaboration of the principles of behaviour and solving difficult management situations



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## Trainers and Consultants of Neuroedukacja



### Izabela Krawczyk – Rudzińska

President of NLP Neuroedukacja

Graduated from the Faculty of Pedagogy and Psychology at Maria Curie-Skłodowska University in Lublin, teacher. She is a co-founder of consulting and training company NLP Neuroedukacja and a co-author of generative and structural approach to coaching. NLP Master Trainer with 25 years of experience in providing training. Consultant and coach for personal and professional development. She has the Master Health Coach and International Coach degrees and numerous Polish and foreign certificates, such as Licensed NLP Trainer, the Specialist for NLP Application in business. She has been developing her skills under the guidance and in cooperation with: Hermann Müller - Walbrodt (Germany), Richard Bandler (USA), Robert Dilts (USA), Christina Hall (USA), Linnett Saunders-Peal (USA), Tim Hallbom, Suzi Smith, Michael Breen (UK) Stephen Gilligan (USA) and Joseph O'Connor (UK). Practice and experience obtained in the operation of training and consulting company, as well as providing individual coaching over the past 17 years are the foundation of her skills. She teaches methods and applications of NLP and is authorized to issue licenses at three levels: primary, master and trainer. She is a teacher and coach for many trainers responsible for training activities in Poland. These experiences allowed her to adjust the advanced communications techniques known as Neuro Linguistic Programming™ to Polish realities. She conducts trainings, primarily developmental, but also individual business coaching; she also provides consulting for many excellent managers at all levels of management, including the executive level. Provides training and coaching in English.

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### Marek Rudziński



a psychologist (a graduate of KUL – Catholic University of Lublin, 1986), a coach and a consultant in charge of market strategy and management. A licensed NLP trainer with a 25-year experience in carrying out training sessions. He has numerous Polish and foreign certificates, including *International Business Coach* and *A Specialist of NLP application in business*. He has developed his skills, amongst others, in cooperation with Hermann Müller - Walbrodt (Germany). He has gained his professional experience during the last 17 years of running a coaching-training and consulting company as well as rendering consultation services and carrying out cooperation in conducting negotiations on behalf of international companies active in the Polish market. He is also the co-author of innovative training programmes, including "Strategic Selling – Navigator"™, as well as publications in the trade magazines. The above mentioned experience enabled him adjustment of advanced communication techniques known as NeuroLingwistyczne Programowanie™ (Neurolinguistic programming) to the Polish realities.

He is also a co-founder of the NLP Neuroedukacja consulting and training company and a co-author of the generative approach to coaching. Teaching the methods and applications of NLP, he is authorised to grant licenses at three advancement levels: basic, master and trainer. He is a teacher and a coach for numerous trainers and coaches carrying out training activity in Poland.

He carries out trainings and individual coaching as well as renders consultation services for numerous great salespersons and managers at all management levels, including the executive level.

He has developed his skills, amongst others, in cooperation with: Hermann Müller - Walbrodt (Germany), Richard Bandler (USA), Robert Dilts (USA), Christina Hall (USA), Linnett Saunders-Peal (USA), Michael Breen (UK), Stephen Gilligan (USA) and Joseph O'Connor (UK).

He has gained his professional experience during the last several dozen years of running a coaching-training and consulting company as well as rendering consultation services and carrying out cooperation in conducting negotiations on behalf of international companies active in the Polish market.

The above mentioned experience enabled him adjustment of advanced communication techniques known as NeuroLingwistyczne Programowanie™ (Neurolinguistic programming) to the Polish realities.

He is a coach and a consultant in charge of market strategy and management of the management boards of numerous foreign companies. He carries out training sessions in the field of management, communications and sales for corporate customers and renowned Polish companies. He cooperates on a constant basis with the Management Boards of such companies as: Microsoft, Hewlett-Packard, Cisco Systems, Telekomunikacja Polska and BSH.

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