



ANDREAS  
HERMES  
AKADEMIE

People. Trust.  
Courage.  
Appreciation.  
Innovation.  
Satisfaction.  
Respect. Success.  
Sustainability.  
More. **AHA.**

# Preface

If you are holding this brochure in your hand, you must be wondering – what does the Andreas Hermes Akademie (AHA) have to offer? What does it stand for? What's new?

»People-centered« is the shortest description of the AHA's identity. For over 70 years, the Akademie has been supporting the self-efficacy of people who take on responsibility in agriculture and in rural areas – responsibility for themselves, their family, their business and the social community, be it locally or worldwide.

The following pages show how this support can look. From the TOP-Kurs for young people through the tried and tested b|u|s training courses for entrepreneurs, to strengthening Farmers' Organizations in Africa and India, and development of rural areas – quite a range! And yet not. Because at the core, these are always encounters between **people** who **respect** and **trust** each other, who inspire one another with **courage** and receive **appreciation** for their ideas. This results in changes, **innovation** and very personal **satisfaction**, about the clarity of one's own path and the attainability of one's own goals. The associated **success** is not measured in euros and yet it enables **sustainability**, making it possible to enjoy a good living while at the same time protecting natural resources and ensuring social togetherness.

**People. Trust.  
 Courage.  
 Appreciation.  
 Innovation.  
 Satisfaction.  
 Respect. Success.  
 Sustainability.  
 More. AHA.**



**Dr. Andreas Quiring**  
 Managing Director  
 Andreas Hermes Akademie

# Contents

## Andreas Hermes Akademie

- 04 AHA trainers
- 06 AHA team
- 08 AHA activities

## Training Courses, Seminars and Workshops

- 11 In agriculture**
- 12 b|u|s
- 15 b|u|s plus
- 20 Agricultural image and public relations work
- 21 Coach dialogue agriculture
- 22 Open training courses
- 26 In the association**
- 26 TOP-Kurs
- 27 TOP-Kurs study trip
- 28 Association training for honorary positions
- 30 Young professionals**
- 32 In the agricultural and food industry**
- 35 Agribusiness leadership
- 36 Team development
- 36 Entrepreneur expert talk
- 37 In the development of rural areas**
- 37 Mayor plus
- 38 In international cooperation**
- 38 Lobbying & advocacy
- 39 Business models for associations
- 39 b|u|s international
- 39 Community mechanization
- 41 Trainer, adviser & coach**
- 41 Simply skilful visualization

## Conferences and Events

- 43 In agriculture**
- 43 b|u|s festival
- 43 Altfredeburger study week
- 44 Start-up events
- 45 #2B1D - two sectors, one dialogue
- 46 In the development of rural areas**
- 46 Future association
- 46 Future radar

## Advising and Coaching

- 48 In agriculture**
- 48 In the association**
- 48 In international cooperation**

## Dialogue Formats

- 50 In the development of rural areas**
- 51 In international cooperation**

## Presentations

- 53 Impetus for your event**

## Certified Qualifications

- 58 In the association**
- 58 Certificated qualifications
- 61 Online qualifications**
- 62 In international cooperation**
- 62 b|u|s trainer international
- 62 Trainer, adviser & coach**
- 62 Trainer courses
- 62 Training as a systemic coach
- 64 Qualifying as an adviser
- 66 Quality Representative and Internal Auditor training
- 67 MBA in Agricultural Management

# AHA trainers at a glance

AHA trainers not only see themselves as sharers of training content, but much more as solution and goal-oriented, accompanying people's personal development. They offer assistance with self-reflection and promote practical training. In so doing, they support processes that trigger realization of an issue or a solution to a problem, giving rise to the AHA effect.

The trainer team is made up of individuals with a background in agriculture, business economics, education/psychology or journalism, who have qualified for their assignments as part of the AHA trainer team thanks to ongoing training and further education. The AHA holds regular trainers-days in the spring and autumn to improve its offering and to provide further training for the trainer team.



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# Our team



**Personal relationships are important to us, as only solutions that we develop together with you are sustainable ones.**



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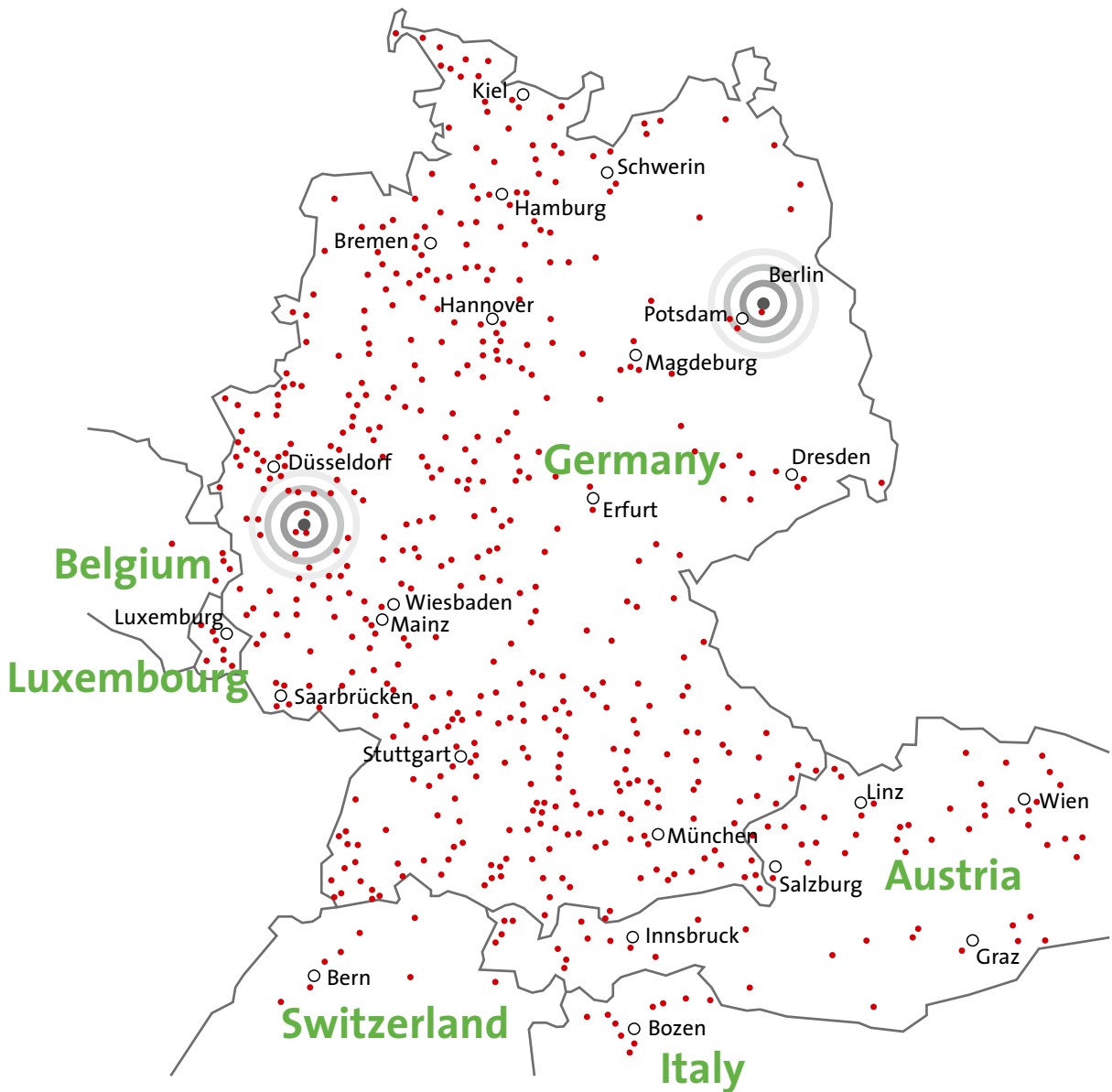
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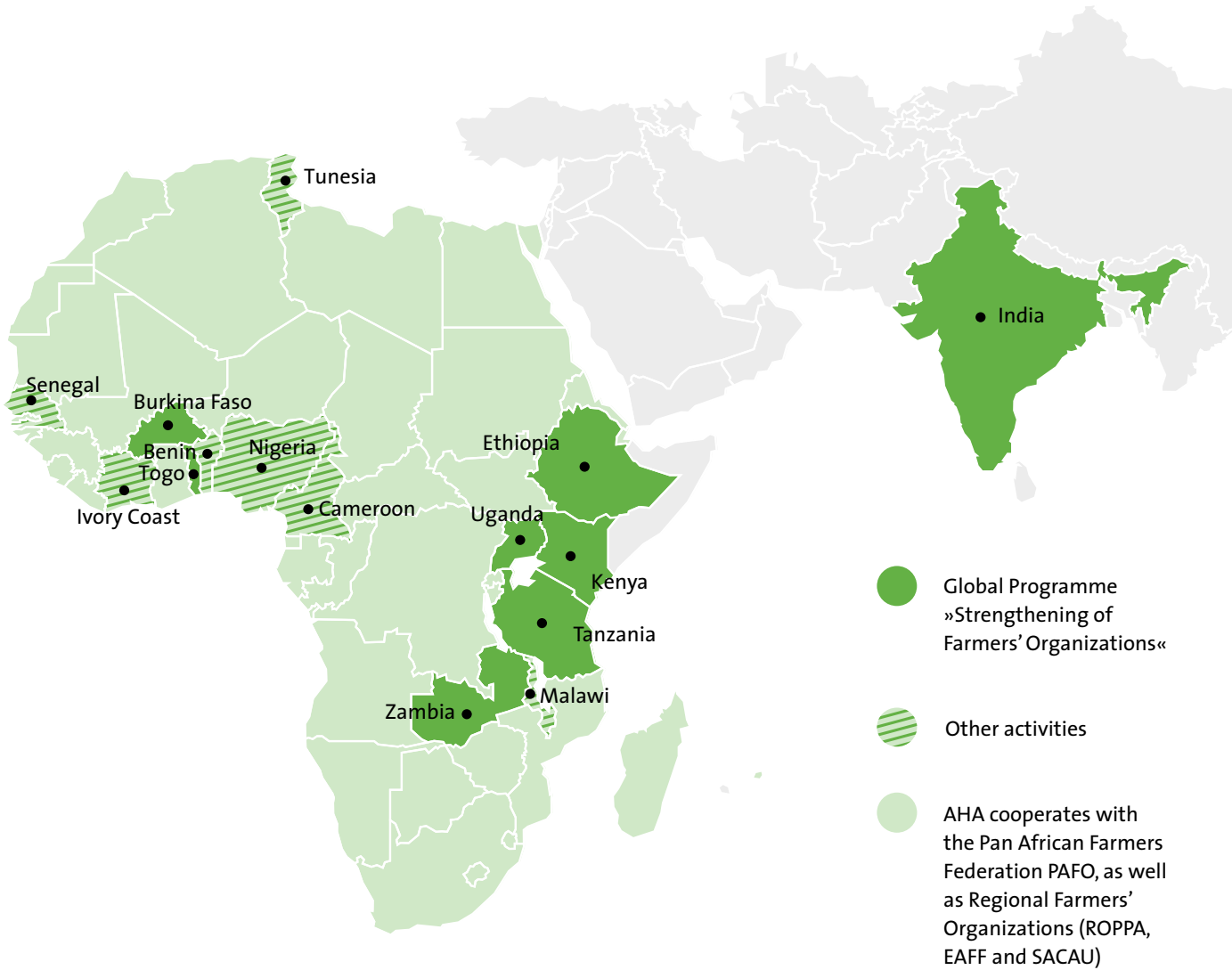
**Maren Ziebarth**  
Project and Marketing  
Coordinator

# AHA activities

**AHA is close to you.** Our trainings and seminars take place where you, our Customers, are. We are live on site, but also conduct our activities in a hybrid and digital form. In addition to our activities in German-speaking Europe, we accompany people and organisations at the global and regional level, in Africa and India.







With support from



Supported by the



by decision of the  
German Bundestag



**Shaping leadership.  
Individuality.  
Structure. Vision.  
Calculation. Social  
Media. Selling.  
Marketing. Outlook.  
Growth. More.**

**Training courses,  
seminars and  
workshops.**



**Shaping leadership.** The tried and tested b|u|s training courses enable you and your business to evolve from top to bottom! Make the most of your individual starting situation on a personal and business level, as it provides a clearly structured basis for driving forward your actions and decisions. You test new ways and discover new perspectives together with like-minded entrepreneurs. Personal feedback from the trainers enables you to evaluate individual opportunities and risks and develop a future vision of further courses of action providing success and quality of life.

### In agriculture

#### b|u|s - your course if it's important for you to:

- lead your company well-equipped into the future
- find accompaniment in development phases
- further extend your lead in knowledge and skills
- act in a more market and client-oriented fashion
- involve family and entourage in developing the company in a targeted manner
- exchange ideas on the same level, with like-minded people
- achieve greater balance and quality of life

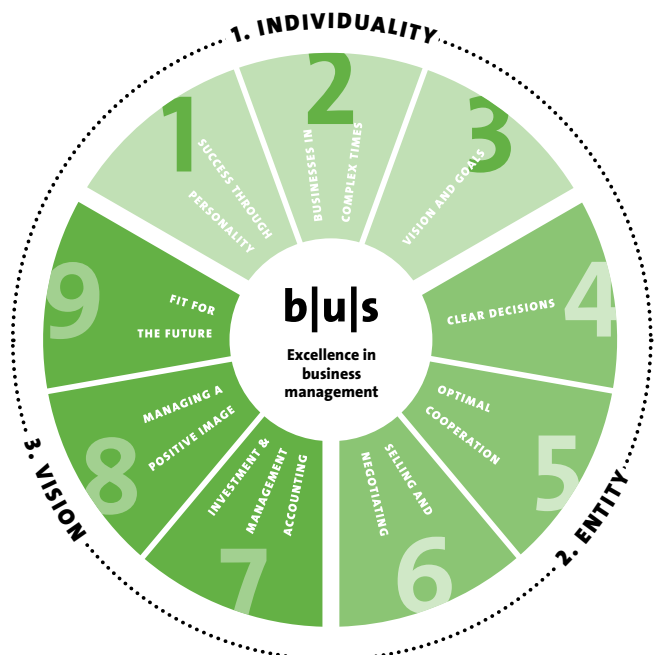
#### Our offer, your advantages

- Highly efficient through compact, module-based training courses
- Knowledge and skills in 9 x 2 days, entertaining in the methodology and compact in the content
- Trainers with a high level of practical relevance combining wide-ranging experience and background in the sector
- Specific impetus through visits to businesses
- Exchanging with other entrepreneurs
- Implementing directly in your region or further away, taking distance from everyday life
- Personal feedback sessions with trainers of your choice
- A discount of 75 euros per module for a second participant from your business

#### What makes b|u|s so special?

- Our trainers come from all over the German-speaking world and bring individual sector knowledge with them.
- Each trainer brings specific background experience appropriate to the subject matter.
- Get to know colleagues and their businesses in detail through visits supported by methodology. You will receive valuable impetus for your own company as seen through colleagues' eyes.
- In each module you work continuously on your development using coaching methods.
- After b|u|s core skills, you can continue your development process in b|u|s plus and flexibly combine topics.

#### 9 x 2 days for your success



## All 9 b|u|s core skills at a glance

### 1. INDIVIDUALITY

### 2. STRUCTURE

1

2

3

4



1

#### Success through personality

Take responsibility for your leadership role and experience how personality forms the basis for a lastingly successful company. Analyse your strengths and discover new development potential.



3

#### Vision and goals

Clear guidelines form the undeniable basis of sustainably successful companies. On a foundation of clear values you build a motivating vision, long-term goals and thereby strike a direction for yourself and your business.



5

#### Optimal cooperation

Leadership means successful cooperation with others - employees, family members, business or cooperation partners. Transform your entire entourage into a positive team!



2

#### Businesses in complex times

Analyse different trends and test the impact on your business. Check whether various developments in the company also match your personal strengths and wishes. Take the coming changes actively into your own hands and shape the future yourself.



4

#### Clear decisions

Make your projects a reality and enhance your decision-making skills with a long-term business plan.

### 3. VISION

5

6

7

8

9



6

#### Selling and negotiating

In order to achieve more in your negotiations, you will learn how to professionally prepare and conduct negotiations and difficult discussions. Inspire your conversation partners with the right approach and winning arguments!



7

#### Investment & Management accounting

Further enhance your money and investment skills. Step by step, develop assets and good management accounting in order to limit risks.



9

#### Fit for the future

Bring your life design for the company and yourself into balance. Turn the important screws for sustainable success, set priorities for greater satisfaction and set up your personal concept for the future.



8

#### Managing a positive image

A positive image of you as an entrepreneur and of your business forms the basis for long-term successful alignment with the agricultural economy. Take designing how others see you into your own hands!

## Information on the b|u|s training series

The b|u|s training series takes place wherever about 12 interested people can get together. Ask your contacts in your professional networks where a course series is currently starting or initiate a training series yourself.

To make it easier for you to get started with b|u|s training, we have put together comprehensive service packages for you. Do get in touch! No matter whether it is support for marketing, motivational events, organizational packages for mentoring b|u|s courses or initiating entrepreneur days, we will enjoy finding a tailor-made solution together.

Of course you will also find all the dates of upcoming b|u|s series on our website:

[www.andreas-hermes-akademie.de/seminar/bus-unternehmertrainingsreihen-aktuelle-starttermine](http://www.andreas-hermes-akademie.de/seminar/bus-unternehmertrainingsreihen-aktuelle-starttermine)

## b|u|s kick-off event

Hold a b|u|s kick-off event as a mobilizing measure to attract participants; choose the desired topic, which will be presented to your participants by one of our trainers. Feel free to contact us for personalized options.

### Price

Free of charge for your members, agricultural entrepreneurs and all interested parties who want themselves and their business to further evolve.

### Duration

up to 2 hours

### Number of participants

At least 20, otherwise the organizer shares the costs of the trainer's travel expenses.

Take advantage of the training premium in Germany. Further information is available from the advice centre in your region at [www.bildungspraemie.info/](http://www.bildungspraemie.info/) We will be pleased to advise you on other funding options.

## Contact



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only for  
b|u|s  
graduates

**b|u|s plus: continuing along the path.** Do you have further ambitious goals for success and quality of life? As a b|u|s graduate, we offer you the exclusive follow-up series b|u|s plus with new and exciting topics and many highlights. b|u|s plus continues the theme of working out new content, exchanging experiences, »best practice« and reflection and togetherness in the group. You can thereby continue your development, while benefiting from the option to individually compose your programme by freely choosing »your« 2-day modules with the group.

### Practical tools for self and employee management

- Management practice day-to-day
- Getting to know and trying out new tools and methods
- From standard processes to selected agile methods
- Knowing your own roadmap and evolving further
- Shaping generations, family members and employees into a successful team
- Designing a positive, profitable environment

### Agriculture in transition - growth at any price?

- Clarifying terms and injecting life into them: ethics, corporate culture, mission statement
- Dos and don'ts!
- What marks us: role models, traditions, values
- How we live: culture, morality and ethics in daily interaction and a successfully operating business
- Designing your own mission statement for ethical action



### Forward-looking management accounting

- Management accounting key figures and indicators
- »House and farm map« model (Balanced Scorecard)
- Understanding and regulating finances and production processes
- Making soft factors measurable - motivation and employee satisfaction
- Benchmarking - learning from the best

### Crisis as an opportunity

- Emergence, impacts, types and characteristics of crises
- Experiencing different approaches to dealing with crises - personality traits and their impact
- Gaining inner peace and distance from crisis situations experienced, adopting other perspectives

- Integrating experiences into the life and discovering opportunity
- Developing your own strategies for dealing with and preventing future crises, emergency plan and life-savers, plan B
- Exercises for more resistance (resilience), acceptance, letting go and reorientation
- Rituals that make everyday life easier

### Moderating and presenting

- Preparing and chairing meetings and assemblies
- Steering discussions and dealing with different interests
- Dealing with differing situations
- Preparing and realizing speeches and presentations - convincing and inspiring participants with ideas
- Presenting arguments and ideas effectively
- Convincing use of body language
- Approaching people and arousing their interest in my subject-matter

## Calculations in the agricultural business

- Understanding terms more easily from amortization to zero-rated
- Calculating machinery and transport costs for the most common agricultural machines, such as tractors, combine harvesters and other equipment
- What is the purpose of cost accounting, profit and loss accounting or profit and amortization calculations?
- What is necessary for my work and when? Sector analysis as full cost accounting or contribution margin accounting

## Dealing appropriately with press and public

- Working on a positive image using targeted action
- Successfully conducting conversations with residents and neighbours
- Refuting objections and opposition in a concerted manner
- Openness and confidentiality - finding the right way to deal with the media
- What makes journalists tick?
- Professionally preparing a press conference
- Performing in front of microphone and camera



## Creativity - one idea ahead

- Tapping into greater creativity through sensory stimuli
- Developing new ideas to create and exploit new opportunities
- The seven intelligences
- Knowing and exploiting secrets of creative techniques
- Brainstorming, brainwriting, headstand technique, 6-3-5 method
- Creativity in everyday life and ideas to enrich one's own quality of life

## Agricultural law in practice

- Patterns and principles of law
- Private vs public law
- Labour law (contracts, dismissals, labour court)
- Leasehold
- Purchase contracts

## Successful cooperation

- Systematically identifying individual approaches to cooperation
- Value creation potential through clever cooperation
- Identifying potential, suitable cooperation partners
- Necessary agreements and rules of the game for successful cooperation
- Dynamics in managing and shaping cooperation initiatives

## Emergency management

- I am failing, what now?
- How can I preventively prepare myself and my business for failure?
- My life work and philosophy?
- 1000 powers of attorney and decrees - what do I really need?

## Leadership culture and coaching

- From boss to coach - a new interpretation of the role
- Corporate culture as a success factor
- Being helpful as an interlocutor when problem-solving
- Promoting growth and generating peak performance
- Accompanying implementation and ensuring transfer

## Mental and physical fitness for everyday life

### Two pillars for better life balance and quality of life from day to day

- The connection between body, mind and soul
- Practical tips for improving fitness - also for non-sports enthusiasts
- Mental fitness - practical tips and basics for everyday life
- Small steps with a big impact - immediate self-help for all

## b|u|s Olympiad

- Review of the most important b|u|s tools and tips
- From wheel of success to vision collage
- From Eisenhower to Life Balance Model
- Coaching methods for self-help



## From necessary to optional: into the third phase of life

- Business gone, what next?
- What is my vision for the next 30 years?
- Using my time wisely
- Staying mentally fit, staying physically fit
- Purposefully investing my work in the business
- Testing and considering new ideas, new ways of life
- Rethinking relationship work
- Big 5 in life

## Marketing for the agricultural sector

- All important tools of the marketing compactly represented
- Particularities of agricultural marketing – what do I need to know?
- Monitoring dynamic markets and customer trends and making the right decisions
- On new paths to success - developing additional clever and »hidden« sales channels

## Modern office organization

- Making filing fast and uncomplicated
- Never losing documents or forgetting an appointment again
- Being permanently tidy
- Quickly finding things stored on the PC too
- Being organized in such a way that others can also cope at my workplace
- Basics of a data management system

## My business, my family and me

- Analysing recurring, stressful situations and their impact
- How does a system of business, family and entourage work?
- How can I experience more fully what I want? Discovering hidden intricacies and working out alternative courses of action
- Reflecting on relationships - shaping difficult relationships constructively



## Using more personality to win over others

- How I can make myself and my business more attractive using simple means
- How am I perceived?
- How do I want to be perceived?
- Dealing with the press - learning to comprehend PR work
- The right appearance from the start, first impressions
- Feedback on your own posture, body language, voice and overall impression
- From the inside to the outside - shaping clothing and appearance, gestures, facial expressions and inner attitudes as a coherent whole
- Convincing by being self-confident - being authentic



## My path in life and to success

- My biography: influences and resources resulting from tradition, family, crises and rifts
- Life phases - review and preview
- Recognizing life goals
- What others say and perceive
- Personally identifying with others and guiding principles
- Finding one's personal mission in life

## Personal style and the right tone

- My impact - my charisma
- Charisma and authenticity
- Etiquette Bingo (manners made easy)
- Symbols and signs of good taste
- Developing and presenting an individual style concept
- Memorizing names, personal approach
- Big speech, little speech
- Dealing with people: greeting, addressing and introducing them correctly
- Language - sensitive communication, a question of style; avoiding strong language and negative buzzwords
- Eating: more than just consuming food



## Looking back and ahead

- Reviewing the last 10 years
- How my personal values have developed
- My current starting situation
- The new 10-year vision
- What are my important long-term goals?
- What strategy can I use to achieve these goals?

## Business transfer as an opportunity

- Clarifying and clearly communicating personal interests and needs
- Recognizing and dealing with conflicts of interest and contradictions
- Mediation as a purposeful conflict resolution method
- Contents of a contractual agreement
- The period after the transfer
- Concerted preparation for the moment of succession

## Selling with enthusiasm

- Selling begins before the sale
- The psychology of selling
- Structured client processing
- Managing client relationships
- Clearly positioning the client in the mind
- Presenting your tempting offer
- Ideal price negotiations

## Turning the stress light to green

- Learning to distinguish between forms and types of stress
- Managing stress-reinforcing thoughts and thereby being able to change course at any time - for more clarity and serenity
- Understanding upbringing and influences as driving forces for behaviour and beliefs
- Perceiving your own needs and finding inner peace in exercises suitable for everyday life
- Finding the balance between tension and relaxation to enable greater satisfaction



## Social Media

- Society 3.0 explained simply
- Google Ranking - social networks as bringers of traffic to your website
- #SMP and direct marketing: opportunity or risk?
- Facebook in the background - the electronic home for 50 % of Germans
- Facebook - how company pages work
- Social networks, sales/distribution

## Being sharp-witted

- Putting things right instead of justifying them - confidently expressing your own opinion
- Successful methods and strategies to expand one's vocabulary
- Countering quickly and humorously for more flexibility in conversations

- Having sharp-witted responses ready in critical situations
- Confident reactions to personal attacks

## How I can future-proof my business through digitalization

- Determining the digital maturity level
- Pointing out possibilities & tools for step-by-step digitalization
- Defining goals and designing an individual package of measures
- More time thanks to optimized, software-supported workflows

## Company development 4.0 – innovative Design Thinking

- Developing creative/innovative concepts for projects, products and processes in the business
- Change of perspective: from thinking like an entrepreneur to thinking like a designer
- Experiencing as a team the six phases of Design Thinking
- Having the business evolve using new ideas and solutions

## Dealing constructively with conflicts

- Analysing relationships
- Identifying areas of conflict
- Models of conflict resolution
- Intensive training using concrete examples and participants' own situations
- Avoiding conflicts by clearly communicating early on



**If you are stuck in the daily grind, it's hard to look outside the box and view yourself clearly and calmly.** With this in mind, we offer seminar trips to the island of Mallorca, on the AIDA or to Tuscany. Your group determines the date, topic and seminar location.

**Individual participants are welcome too. Just ask at the office which dates are planned.**

#### Choice of topics

- Healthier handling of stress & co.
- Inner strength and self-management

- Adventure Partnership
- Time to be happy
- On the trail of female diversity



## Mallorca

- 6-day escape to the sunny island of Mallorca in the quiet winter months of October to March
- Pure island feeling - experience time together
- A beautiful residence directly by the sea
- A varied programme (isolated bays - historical cities - boat tour - typical markets)
- Seminar divided into 5 workshops

#### Number of participants

min. 12, max. 16

**Price** approx. 890 EUR per person incl. seminar, flight, rental car, accommodation in a double room (single room supplement)

## AIDA

- 7-day escape on the cruise ship AIDA
- Discover the diversity of the Canary Islands, experience time together
- The cruise ship with the sunny smile.
- A varied programme (guided AIDA tours - discovery excursions »on your own« - dream beaches)
- Seminar divided into 5 workshops

#### Number of participants

min. 20 (10 cabins), max. 28

**Price** from 1,444 EUR per person incl. seminar, flight, cabin for two (single on request), full board and drinks at your table, use of fitness and spa



## Tuscany

- 6-day escape to beautiful Tuscany in May or September
- Enjoy the Italian way of life - experience time together
- A typical country estate with far-ranging views, in the middle of olive groves
- A varied programme (Italian mountain villages - medieval towns - wine tasting - beautiful beaches).
- Seminar divided into 5 workshops

#### Number of participants

min. 12, max. 16

**Price** 990 EUR per person incl. seminar, flight, rental car, accommodation in double room (single room supplement)



Agriculture requires acceptance and trust. It is encounters between people that contribute to this.

## Strengthening image and public relations work in agriculture

Get off the defensive! The rural economy needs good news. Get in shape for proactive public relations and image work!

### Target group

- Agricultural entrepreneurs
- Managers from agricultural businesses

### Examples of training courses

#### Strategically positioning our public relations work

- »Public opinion« and how it is formed...
- Network and stakeholder analysis: where do we stand?
- Formulating core messages specifically
- Developing strategic goals for public relations work

- How do I create positive messages? Which?
- How can we produce positive headlines on a regular basis in our region and with what investment?
- By the end of the training you will have a concrete plan for public relations for the next twelve months.

Duration 1-2 days

#### No longer »with your back to the wall« - communicating critical issues together proactively, confidently and securely

- The art of skillful conversation
- The message originates with the recipients
- Composing messages
- Training on effective reasoning
- How do I contact the media? How do I deal with journalists?
- How do I create positive messages? Which?
- Tasks, role, attitude in the context of public relations and image work
- Strengthening and motivating professional colleagues

- Making an impact today: networking
- How can we create awareness for change?
- Advisory role in the context of public relations work

Duration 1-2 days

We would be delighted to develop suitable courses for you and your organization.

## Coach for agricultural dialogue

Agriculture is being discussed everywhere. Demands from society and authorities carry ever greater existential significance for agricultural businesses. Increasingly, farmers are feeling frustrated. In emotional situations, people find it difficult to analyse processes soberly and to argue on a factual level. Willingness to engage in dialogue declines. This is exactly where the AHA course to become a coach for dialogue-agriculture fits in.

### Goal

Strong contact people for agriculture and strong partners at farmers' sides. The training strengthens participants' skills on four levels:

- Process support
- Forming opinions, PR and communication
- Individual advice on change processes

- Accompanying group processes (moderation, de-escalation, mediation)

### Content

4 training modules with the following core topics

- **Accompanying the development process as advisers - also in escalation scenarios**  
Basics of systemic consulting and entry into public relations work
- **Strengthening farmers as experts in communication & PR**  
Helping to shape the dramaturgy of the process
- **Supporting farmers in change processes**  
Strengthening goal orientation, reflection and decision-making skills
- **Steering groups as mediators/moderators**  
Dramaturgy in group processes

### Target group

- Farmers, advisers and active members of the association, both full-time and in an honorary capacity, who

want to help shape agricultural image and public relations work and support their professional colleagues, association members and consultancy clients.

**Duration** 9 days



**rentenbank**

Supported by the Landwirtschaftliche Rentenbank

## Staying cool despite provocative subjects

Farmers often find themselves representing others, e.g. defending sweeping condemnation of the industry, grievances published in the media or simply provocative subjects that are currently being discussed. Train methods to convey your messages in a trustworthy and professional manner, even in difficult, often emotionally charged situations.

### Content

- Ideas and know-how for agricultural public relations work
- Skilfully managing conversation
- How do I present? How do I respond to my counterpart?
- Composing messages
- Dealing with reservations or criticism – Getting started and first-aid tips

### Target group

- Agricultural entrepreneurs
- Leaders from agricultural businesses





## My business is only as strong as I am

In their various roles, women reconcile a variety of tasks and many a burden. What can be done when pressure cannot be eased alone, using your own efforts? How do I deal with the challenges of everyday life? We use the training to work out ways to stay strong in difficult times.

### Content

- Self-check - How do I assess myself and my situation?
- Especially in turbulent times
- Actively shaping change
- Recharging your batteries and motivation

**Duration** 2 days

## The menopause as an opportunity - with serenity and humour

In this course you will learn to understand changes on all levels and deal with them confidently.

### Content

- Connections between physical, psychological and mental changes
- Inner attitude as a foundation stone for serenity and joy of life
- Short coaching sessions to build your personal strategy

**Duration** 1-2 days



## Leading and enhancing myself and my employees

In this course you will confront your own leadership behaviour. You will familiarize yourself with leadership styles and reflect on their advantages and disadvantages. You will learn

how to set work goals and how to motivate your employees to work (well). In addition, you will be trained to conduct appraisal interviews with employees in such a way that target-setting and appraisals produce an encouraging effect.

### Content

- Leading without being the boss
- Leading among family members and between generations
- Successful delegation; agreeing and monitoring tasks and goals
- How do I lead my boss?
- Conducting appraisal interviews
- Motivating - even in difficult phases
- Practical methods of team development for small businesses and small numbers of people

### Target group

Mapping out managers with HR responsibility, business managers and owners of SMEs and family businesses

**Duration** 1-2 days

## Online training: mentally and physically fit for successful daily life

Learn how you can improve your performance in different areas of life, e.g. your memory for numbers or names, thanks to memory training. We combine this with exercises for physical fitness with the ingenious, trademarked training »Brainrunning«.

The sporting units involve some indoor exercising. You can use them to extend your personal sporting activities or rediscover sport for yourself.

### Format

- Online training (methodical & sporting)
- 6 modules of 1.5 hours

## Stress – having a lot of work and still feeling satisfied

Stress, exhaustion, burnout - terms that are on everyone's lips these days. For more than half of all Germans stress is part of everyday life, every fifth person already feels under permanent stress. Inner restlessness, sleep disorders, lack of performance and concentration etc. can be symptoms of excess stress. Learn to consciously recognize stressful situations and experience serenity in everyday life. Acquire new ease in dealing with people.

### Content

- Stress factors and their impact
- Stress management options
- The trio: active listening, appreciative communication, dissociation
- Short-term and long-term relaxation possibilities
- Differences between stress and being burnt out

Duration 2 days

## Workshop: still working or living yet? The (generational) balancing act between obligation and self-fulfilment

Generational differences and attempts to synchronize both »worlds« - or at least to achieve mutual understanding - have always existed, whether in political questions, in the worlds of fashion and music, but also in the workplace - the latter with increasing tendency. Demographic change is hitting hard. Skilled workers are scarce and a battle for talent has been declared in many sectors. Digital transformation is acting as an amplifier that can no

longer be ignored, because in the digital Gen Y world, the clocks simply tick completely differently - or not at all. This has something to do with the socialization of the generation, but also a lot to do with the potential of the digital world: independence of place and time is conjuring up possibilities that no longer fit into the corset of hierarchy and the 9-to-5 mentality. So what do you do when the new generation arrives in your business and your organization? We provide you with space and methods for dialogue. Listen, understand, work on common goals and implement them together - eye-to-eye, potential and result-oriented.

### Content

- Stimuli to expand the topic (e.g. as a supplementary online lecture)
- Theatrical sequences and assessments
- Questions, questions, questions - and understanding
- Gen Y check & evaluation

### Target group

Business managers, leaders who want to dedicate themselves to the generation issue.

Duration 1-2 days

## Growth needs orientation – strategic business management: first the goals, then the figures

For entrepreneurs who want to get ahead and further develop their business with a forward-looking approach. Despite the enormously increased demands on their work, it is important to address further evolution of the company systematically and strategically. The training covers the following aspects, depending on the participants' areas of focus:

- Managing evolution from a family business to a strategically positioned company with external employees
- Managing the business/self-management in the business
- How do I lead the business as a »true leader«?

### Target group

(Prospective) business managers and family business owners

Duration 2 days

## First-hand foodstuffs - further developing our direct marketing activities

In this training series we accompany you in further developing your direct marketing. The special feature of the series consists in interlocking specialist knowledge with methodological skills to accompany participants and their direct marketing through their individual development PROCESS.

### Content

- Our clients
- Location analysis for our direct marketing
- Goals (work)
- Strategy (work)
- Successful (sales) communication
- Digression: legal obligations and quality management
- Direct marketing offers more than foodstuffs

- Learning from colleagues
- Additional offer (optional): individual expert advice, coaching

### Format and duration

3 modules of 2 days each (face-to-face modules), supplemented according to the needs of participants by professional input (e.g. also as online modules), professional excursions/company visits, collegial advisory groups and, as desired, individual expert advice and coaching.

## Online forum: Agriculture in transition - growth at any price?

An exciting afternoon to work with others on conflicts between individual values, business goals, consumer demands and public opinion.  
#Shapingthefuture

Especially in agriculture, issues such as values, sustainability, responsibility and handling of the resources mankind - animal - nature are coming to the fore. Today, companies are no longer/not only judged according to economic criteria, but increasingly also according to whether and how they assume responsibility for their actions from an ethical perspective. At the same time, market and price pressures are increasing and factors such as production capacity constraints are limiting growth.

Duration 3,5 hours

### Target group

Decision-makers and junior managers in agricultural companies as well as business managers in family-run farms





## Planning and steering workshops, meetings & discussions in a goal-oriented manner

Whether meetings, workshops or large groups - in this course you will learn about professional methods for working with groups.

### Content

- Methods and instruments for the different phases of moderation
- Perceiving behaviour, interpreting correctly and reacting effectively
- Techniques for decision-making
- Moderation tools for heated discussions
- Securing results and action-planning

### Target group

Trainers, advisers and coaches in the agricultural and food industry and associations

### Previous knowledge

Leadership experience, communication, visualization and presentation skills

Duration 2 days

## Methods for professional moderation – online

### Making online (team) meetings, workshops, interactive lectures and web conferences goal-oriented

After we have familiarised ourselves with the technical possibilities of online meetings in our working lives, this workshop will deal with methods of interaction and moderation. Learn how to make meetings efficient and exciting. We organize the workshop according to your wishes and base it around current issues affecting participants.

Duration 1-2 days

### Simply skilful visualization – online

Work on your visualizations at home under the trainer's guidance.

Duration 2 online workshops, mornings, at an interval of approx. 14 days

## Contact



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**TOP Kurs.** TOP-Kurs Empowering young people to get involved, to better understand politics and socio-political contexts and to actively shape the future. This has shaped the TOP-Kurs and previous study courses for nearly 70 years. It is forging the young talents of agricultural volunteering. Above all, however, the TOP-Kurs is team-oriented personal development that imparts a wealth of knowledge, stimuli and skills for one's own development and social commitment.

#### In the association

### TOP-Kurs: strong personalities in complex worlds

»Horizons grow at the borders« is the TOP-Kurs motto. Young men and women who want to get involved, who want to get to know protagonists and entities in agricultural policy and who, above all, want to train their personal and group interaction skills, have come to the right place. You will have the opportunity to go beyond limits and discover new horizons.

#### Target group

Young recruits between the ages of 23 and 30 who want to commit themselves to the agricultural sector.

#### Goals

TOP-Kurs participants should become acquainted with all the issues confronting volunteers. Acting independently and permanently practising in real-life situations are a consistent working principle.

#### Inhalte

Excerpts:

- Reflecting on one's strengths, formulating personal goals
- Holding discussions
- Basics of communication and dealing with conflicts
- Style and etiquette  
German agricultural institutions and organizations



- Participating in the International Green Week in Berlin
- Excursion lasting several days to Rome and Casablanca
- Public and press relations, dealing with the media
- Negotiating and bargaining
- Managing assemblies
- Agricultural policy
- Entrepreneurial thinking and acting
- Presenting and moderating
- European politics and visit to Brussels
- Ethical questions of principle
- Cultural work in rural areas
- Developing one's vision of agricultural policy of the future

#### Conditions

The application must be made via your state farmers' association and be accompanied by a letter of recommendation. Depending on the region, registration usually also takes place via

the respective rural youth organization. Participation is only possible for the whole course. The maximum group size is 24 people.

#### Duration

9 weeks from January to March

#### Additional information

The TOP-Kurs is supported by the Landwirtschaftliche Rentenbank. If the conditions are met, participants can receive grants from the foundation »Stiftung für Begabtenförderung in der Landwirtschaft«.

To do so, please call us or visit [www.stiftung-begabtenfoerderung-agrar.de](http://www.stiftung-begabtenfoerderung-agrar.de).



## TOP-Kurs study trip

### After the course comes the study trip.

Every autumn, TOP-Kurs participants travel for 10 days to Ethiopia, the country at the Horn of Africa. This networking of German and Ethiopian agriculture is always a valuable and sustainable source of enrichment on both sides.

In so doing, TOP-Kurs participants and their hosts learn more about global interrelationships affecting world nutrition, as well as agricultural production and living conditions; from this they draw conclusions regarding their own future action.

What is special about the study trip is, among other things, the personal exchange and friendly encounters, which

often lead to a long-term voluntary commitment to the »bee lady« project. Since 2014, the Altfredeburger and Ethiopian beekeepers have been cooperating with the aim of creating beacon apiaries.

The study trip is supported by the Federal Ministry of Agriculture and Food (BMEL).

## Contact



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**Association training for honorary positions.** Association board members face many challenges: they carry on association work locally, provide impetus for sustainable association life, lead their association into the future and represent the association »internally« and »externally«. Successful board work therefore requires great personal commitment and both professional and organizational know-how.



With a view to having a strong board of directors, in this two-module training we work on how you can confidently position yourself and your association.

Target group

Board members from agricultural associations

**Powerfully representing interests – with personality and a strong team**

**Module 1**

This module focuses on association internal work. What makes for strong, team-oriented work by the board? What are my personal strengths and how can I use them profitably for the board and my association? How do I motivate myself and others to tackle, to initiate and implement new projects?

In this course, participants work on how

they can bring their individual skills into the work of the board and combine them into a strong whole.

Contents

- persolog® Personality Factor Model
- Modern association work: lively honorary work and project-oriented cooperation
- Committee work is teamwork
- Project organization
- Time management
- Effective representation of interests through targeted use of personal skills

- Successful internal communication
- Distributing tasks - organizing projects

## Taking a stand and seeking dialogue

### Module 2

The second module sharpens the senses for a skilful external positioning of the association. The board, as an elected body of the association, must be able to take a stand on all association-relevant issues at any time. This may include construction of new buildings for livestock or food scandals, the question of competitive pressure and pricing of our food. The quality of the media presence impacts image-building. This image has an impact on members and is part of what attracts people to an association.

#### Content

- Authentically transporting your own work
- How do I look to the outside world?
- Rhetoric/body language
- Developing strategic goals for image work
- Openness and confidentiality - finding the right way to deal with the media
- Positive image with targeted action

**Duration** 2 days

You can book this training series as an in-house event or as an AHA open offer.

## Focus Berlin - representing the interests of German agriculture

### Excursion 1

Agricultural policy interests of all the federal states converge in Berlin. But how does agricultural policy decision-making actually work? What role does the German Farmers' Association (DBV) play? How does Parliament work? How can I make my concerns heard? During this 3-day excursion, you will gain an insight into the various institutions and their working methods.

- DBV structure and operation
- Current agricultural policy
- Representation of interests in Berlin (Parliament)

**Duration** 3 days

**Date** This course is offered in combination with VTP Fokus Berlin.

## European Agricultural Policy - familiarization with the bodies

### Excursion 2

The Common Agricultural Policy (CAP) has been one of the most important areas of European policy since European unification began. What role does German agriculture play in decision-making processes? How is the European Farmers' Organization (COPA) structured and what is its role? How do EU Commission, EU Parliament, EU organizations and lobbyists interact? These and other questions are addressed in the 4-day intensive course on European agricultural policy which includes an excursion to Brussels.

- Political decision-making in the EU
- DBV visit to Brussels, COPA and the European Parliament
- The Common Agricultural Policy (CAP)

**Duration** 4 days  
(2 days Bonn, 2 days Brussels)

**Date** This course is offered in combination with VTP Fokus Brussels.

## Additional offers

- Presentations for winter events on a wide range of topics: e.g. »Run on the young - winning and integrating young talent«; »The fan factor - the future of association work«; »Resilient in times of crisis«; »Nothing is self-evident - our self-conception as farmers«.
- Workshops on jointly shaping future association work with full-time and voluntary staff together

## Contact



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**Still a great deal planned?** That's great! So that your plans succeed and you can make a difference, we offer you training courses, workshops and coaching sessions that fit with you in content and time, even if you are - or maybe even because you are - very busy with career, family, life, time pressures and responsibility at the moment. One important thing that our seminars claim to be: they are **focused on agriculture and in step with current practice**. Only by taking practical examples from the agricultural sector can the content be understandable and implementable. They thereby provide you as participants with **considerable benefits in your day-to-day activity**, whether in an agribusiness firm or an agricultural holding.

### Young Professionals

## You can get what you want

Are you about to finish your apprenticeship, soon apply for a job or even be about to have a job interview? In this course, not only will you get feedback on your documents, but also on your personal presentation. A check of your personal strengths and weaknesses, as well as role-playing the job interview, will round off the day.

### Content

- Self-assessment - others' perceptions
- Inner attitude and self-control
- »Skilful self-marketing« - presenting and appearing at the job interview without coming across as overbearing
- Dos and don'ts at the job interview
- Questions and answers in the job interview
- The stress interview
- Assessment centre

### Target group

Course graduates

## The job that suits me!

Are you still in your apprenticeship, but already want to know what job opportunities are open to you or what suits you best?

Find out in this inspiring training day what kind of jobs and working culture suit you best.

### Content

- Where could I be heading?
- What suits me, my style, my preferences and my background?
- My childhood dreams and images and what they have to do with me.
- Being able to distinguish between interests, skills and motivation

### Target group

Young people in training

## Do your thing! Presenting confidently and arguing convincingly

Would you like to achieve something in your life - do you have a concrete goal in mind and yet sometimes putting it into action is beset by obstacles? Or isn't the problem more one of follow-through? Learn how to come across confidently through authentic presentation.

### Content

- Understanding conversation partners better
- Body language and conversation techniques
- Presenting and communicating with aplomb
- Preparing conversation and negotiation
- Arguing in a structured way

**Duration** 2 days

### Offer

Add-on modules II and III



## Plain speaking! Successful conversation for every (business) occasion.

My first job. Challenges and many perspectives at the same time. Build confidence and assurance into your conversation.

### Content

- Send clear messages and be understood
- Apply targeted questioning techniques
- Leading constructive discussions: controlling the process - securing the result
- Concrete individual conversation and negotiation situations
- Basic features of meeting moderation

Duration 1 day

## My first team!

For young leaders, »their« team is »worth its weight in gold«. It offers bundled know-how, energy and creativity. Learn what it takes to carry your team along with you.

### Content

- Taking the lead in the network/all New Work?
- Reflecting on one's own leadership behaviour
- Leadership self-check - living up to being a role model
- Leading without being the boss - techniques for professional leadership
- Understanding group dynamics
- Identifying the needs of Gen X, Y, Z
- Conducting appraisal interviews

Duration 2 days

## Contact



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## In the agricultural and food industry

### Presenting professionally

The first impression is of decisive importance for acceptance of your person, your business and therefore your offer to the client. Through self-confident presentation and professional preparation, you can use your impact in a targeted manner. By practising and training typical and critical presentation situations, you will gain self-confidence, recognize your personal strengths and apply them purposefully for greater success in sales.

#### Goals

Optimizing the first impression, success-oriented preparation and confident presentation of your offers.

#### Content

- The first impression - correct presentation from A to Z
- Audience-oriented presentation
- Developing an action plan to be transferred into practice

The programme points mentioned are practised extensively.

### Effective client management

#### Goals

In-depth knowledge and application of basic client management tools.

#### Content

- Goal and result-oriented client management
- Recognizing client benefits
- Constructing a sales funnel
- Consistent management of client acquisition phases
- Key Account Management (KAM) - part of client management
- Developing an action plan for transfer into practice

### Challenging situations in conversation and negotiation

#### Goals

Maintaining goal orientation and decision-making in difficult conversations.

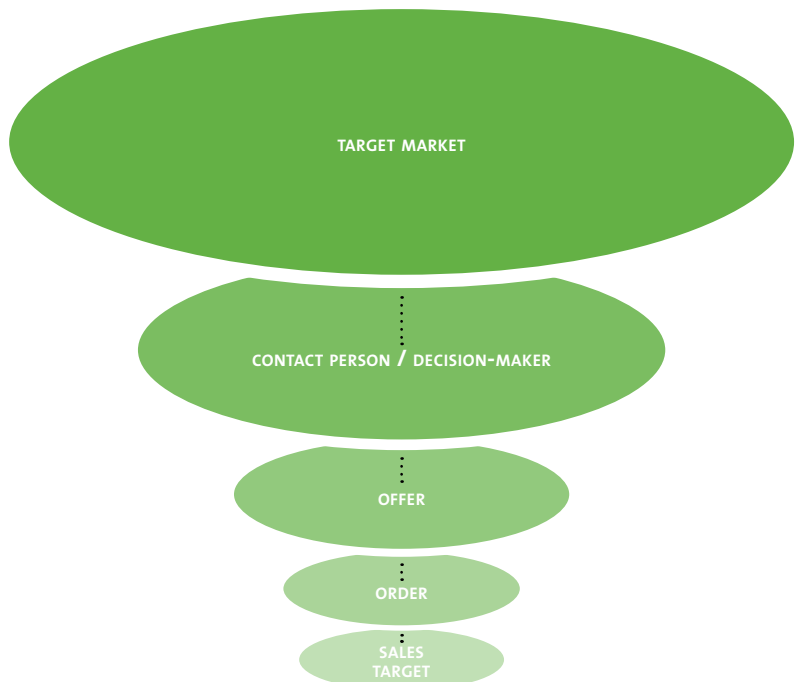
#### Content

- Critical discussion and negotiation situations in practice
- Success-oriented discussion preparation

- Dealing with clients in critical conflict situations
- Constructive conflict management
- Managing complaints – turning them into an opportunity
- Bringing talks and negotiations to a conclusion in a targeted manner
- Developing an action plan to be transferred into practice
- Intensive practical exercises

In all training courses, action plans are developed to accompany the transfer into practice. Training courses involve approx. 60% practical and 40% trainer-led activities. After each module you will receive a certificate of participation. All modules form part of a systematic concept to train the sales organization.

Of course, we are also happy to design company training courses according to your requirements and needs - just get in touch! We will be happy to provide you with an individual offer.







**Fit for sales – made to measure.** In many organizations, specific challenges present themselves in addition to basic sales skills. We work on these individually, precisely in line with your needs, so that you obtain maximum benefit. Here is an extract:

## From consultancy to sales-based field service

Many companies organize their salesforce using so-called consultants. This sometimes neglects any kind of focus on being qualified. Nevertheless, these employees are expected to sell successfully in addition to providing consultancy. The aim of this course is to dissolve resistance and to provide participants with the necessary sales skills.

### Modules I and II - Client acquisition/ sales talks

#### Goals

Enhancing personal and methodical skills for the sales talk. Teaching the basics of sales psychology as well as a systematic approach to sales-relevant processes. Targeted practice of acquisition and sales talks.

#### Content

- Phases of the sales talk
- Basic typologies of human behaviour according to the persolog® profile
- The benefit argument
- Being professional on the phone
- Negotiation training based on typical company situations
- Goal and result-oriented client management
- Developing an action plan for transfer into practice

#### Time required

2 x 2 days

### Module III Difficult discussion and negotiation situations

#### Goals

Maintaining goal orientation and decision-making in difficult discussions

#### Content

- Critical discussion and negotiation situations in practice
- Success-oriented discussion preparation

- Dealing with critical clients and difficult situations
- Constructive conflict management
- Managing complaints - turning them into an opportunity
- Purposeful conclusions to discussions and negotiations
- Intensive practical exercises
- Developing an action plan for transfer into practice

#### Time required

2 days

## Contact



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## Project management. Steering projects more efficiently towards success.

Managing projects is a task that poses significant challenges to your leadership and communication skills. In addition to basic knowledge and classical tools, in larger entities »leading without managerial powers« and possible obstacles originating from the hierarchy are important issues dealt with here from a practical viewpoint.

### Module 1 – Basic knowledge

- Positioning: my role in the department and business
- Success and failure of projects
- What responsibilities do I now assume?
- Personal room for manoeuvring across »borders«
- persolog® personality model (DISG), dealing with different types of behaviour using goals and project organization
- Working with goals
- Time as a success factor: self-management and organization

Project roadmap, goals, action plan, milestones, project plans

### Modul 2 – Projektsteuerung

- Project roadmap, goals, milestones, project plans, action plan
- Multi-project Management
- Setting up your own team - strengths & weaknesses. Which skills are needed and where?
- Inner drivers and their impact on my project management
- Team dynamics, team roles and motivation
- Stakeholder analysis: Who is affected by the project and how?
- Dealing with braking forces and supporters
- Dealing with resistance from the hierarchy
- Typical phases in change processes
- Monitoring and correcting the project plan in goals and actions

### Module 3 - Project communication

An essential parameter for success is successful communication of the project.

- Questioning and discussion techniques
- Presentation exercises
- How can I present the project well with its opportunities and risks?
- How do I present?
- How can I sell the project to the outside world?
- Elaborating the benefits of the project and adapting it to different target groups
- Practising various discussion situations
- Tackling difficult situations and conflicts
- What constitutes successful completion of a project?
- Monitoring and correcting the project plan in goals and actions



## Agribusiness leadership.

It is not only your good expertise that convinces the client. Today more than ever, your personal skills determine your success. We support you in getting to know your strengths, managing your risks and taking advantage of your opportunities.



### In the agricultural and food industry

## General management programme for leaders

A clear profile in the leadership role and a strong, confident leader personality are essential factors for successful leadership. In this well-established leadership programme, you will consistently develop your key skills as a leader. Through concrete practical cases and real leadership simulations, you

will anchor your knowledge in your daily leadership actions. In 4 modules (of 3 days each) you will deal with disciplines of holistic management based on developing your own personality and on strategic management; these include leadership, networked thinking, process design, leadership and organizational principles, corporate culture, marketing and financial management.

### Module 1: Developing personality and communicating strategically

- Behavioural typology using the persolog® profile
- Self-image and others' perceptions
- Interview/presentation techniques
- Moderation/conflict management
- Negotiation technique/meetings
- Self-management, time management

### Module 2: Business management

- Strengths and weaknesses analysis
- Vision, mission, values
- Portfolio Management
- Strategy options/new business opportunities
- Criteria for achieving targets
- Management tools
- Change Management
- Marketing

### Module 3: Leading employees and teams

- Leadership tasks
- Leadership styles
- Goals/employee appraisals
- Effective delegation
- Team phases/team composition
- Coaching as a method for effective leadership

### Module 4: Financial management

- General overview of interrelationships/instruments
- Balance sheet/profit and loss account and their information value
- Liquidity management
- Investment calculations
- Financing structure/budget
- Management accounting/cost management

### Target group

- Managers who wish to expand and deepen their management skills
- Junior managers who want to prepare themselves for taking on more advanced tasks
- Engineers and technicians who want to prepare themselves for management tasks

**Team development.** Would you like to understand which factors influence cooperation in teams and how you can intervene to manage them? In these seminar units, you will deepen your understanding of different types of employees, typical roles in teams and frequently observed team dynamics.

## Teamwork – the basis of success

### Content

- Recognizing team personalities using the persolog® profile
- Recognizing and exploiting team dynamics
- Understanding team members
- Recognizing behavioural tendencies in your own team
- Creating a feedback culture
- Improving processes in the team

Participants max. 15

## When things aren't going so well: conflicts within teams

### Content

- Causes of conflict
- Detecting malfunctions in time
- Escalation levels
- Conflict behaviour
- Basic attitudes and team roles
- Conflict resolution strategies

Participants max. 15

## Together strong: experience the extraordinary as a team

### Content

- Growing together with outdoor elements in nature

- Experience the fun of working in a team
- Building tolerance and acceptance in the team
- Experiencing trust in yourself and the team with support of team members
- Increasing identification through the shared team experience
- Assuming responsibility for common goals
- Developing agreements for co-operation and communication
- ... And transferring this to everyday business life

Participants max. 15

## Expert talks with female entrepreneurs

With women - for women: women from rural areas form the focus of expert talks for female entrepreneurs. Female entrepreneurs from agriculture and other sectors discuss current and future topics with experts from associations, science and politics. These range from the personal to the political, from topics such as work-life balance to basic financial security.

This event takes place at irregular intervals twice a year. Please let us know if you would like to be added to the mailing list or check out our website from time to time.

## High performance team: making even better use of individual strengths in the team!

### Content

- Identifying individual behavioural and motivational preferences of each team member with the help of DISG or the REISS PROFILE.
- Each team member can reflect on their own motivational structure in the context of the whole team.
- Personal preferences can enable conclusions to be drawn and discussion about satisfaction with the working environment and distribution of tasks
- Each team member can be offered the best possible development opportunity and motivation to perform on the basis of their profile
- Choose this training course to transform a top team into a high-performance team

Participants max. 15

**We will be happy to advise you in order to find an individual combination to develop your team.**

Reiss Profile™  
 who you are





In the development of rural areas

## Mayor plus - impetus for tomorrow's mayors

Being at the head of a municipality means assuming responsibility for continuity and tradition as well as for progress and the future. Your room for creation is wide-open. At the same time, your tasks are becoming more challenging and complex every day - for you as an administrative official, as a politician and as a person.

Digital transformation acts to amplify this evolution. It brings change and acts as a motor for something new: for a new working culture, for new entities, for new settings. It can simplify work processes, create freedom in terms of space and time, help to create more networking and participation and thereby more dynamism.

New working relationships that would have been unthinkable in the past also become possible. Today, digital transformation can be an answer to many of the challenges faced by mayors.

We offer mayors from rural areas a seminar series consisting of four modules, designed together with mayors.

### 1. New Work for ALL - Experiencing Agile Leadership and Work Culture

The complexity of everyday life is increasing, reaction times are becoming ever shorter, real-time communication and an 80-hour presence are shaping citizens' expectations. Projects are becoming more complicated and stakeholders more diverse. We show you how you can achieve greater flexibility to enable greater impact.

### 2. The job is ME - proximity to citizens and privacy go together

Are you a mayor with a high level of empathy? Active and tangible with almost 100% presence and transparency in your community? You are the focus and much is concentrated upon you. Questions and expectations come at you from all sides and blurring boundaries, because you are also a citizen, a neighbour and a human being. We show you how you can act as a mayor without losing yourself in the process.

### 3. Good communication for US - transparency, dialogues, taking part

Do you often sit in seemingly endless meetings? Do you sometimes have the feeling that you're not being properly understood? Do you want to convince without persuading? Do you appreciate other opinions and do you see a potential for greater quality in results? We show you how good communication – online and offline - can provide solution-oriented support.

### 4. WE are the region - for more cooperation not competition

Hand on your heart: in how many situations is competition the basis for decisions? Being a winner means that others are the supposed losers. This applies to the town hall team as well as to stakeholders, districts or neighbouring municipalities. We show you how a "WE" and suitable cooperation can make sense and increase success.



rentenbank



DBV Deutscher Bauernverband

## Contact



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**Strengthening Farmers' Organizations.** Member-based Farmers' Organizations, whether associations, cooperatives or other forms of organization, are an important factor in enabling farmers to develop their self-efficacy, make their collective voice heard and devise services for their members.

#### In international cooperation

### Lobbying & advocacy: Finding a strong common voice

How do you bundle together the voice of many to be able to exert influence? Representation of interests or - as it is also known - »Lobby & Advocacy« (L&A), is a central task for Farmers' Organizations.

#### Target group

Voluntary and full-time representatives in associations, cooperatives and other forms of Farmers' Organizations

#### Format and duration

4 modules of 2 days, 8 - 12 months; parallel, accompanied implementation.

#### Module 1 - »Introduction & clarification of the task«

- Basic concepts
- Role and experience of Farmers' Organizations
- Stages of L&A work
- Stakeholder landscape and political relevance
- Cooperation in a network

#### Module 2 - »Policy & position paper«

- How does politics work in the country?
- Entry points and levels of influence
- Reflection on possible L&A topics and addressees
- Drafting a position paper



#### Module 3 - »Communication pathways«

The importance of advising

- Identifying, diagnosing and prioritizing issues
- Forms of conflict, their origins and causes, as well as solution strategies and opportunities
- Targeted addressing of needs
- Media relations and PR in crises and conflicts

#### Module 4 - »Communication, self-presentation & strategy development«

- Successful communication/good discussions
- Concept design, strategic plan, implementation

The course is delivered by local and international trainers and experts. It also includes practical project work. A coaching phase concludes the accompaniment.

### Leadership training: fit for volunteering

For experienced and newly elected representatives in volunteer/honorary positions.

#### Target group

Internal facilitators within a farmers' organization are trained to induct newly elected volunteer representatives as needed.

#### Content

- Employees and team leadership
- Individual personality
- Running an organization

#### Format and duration

3 modules of 2 days

## Business models for creative associations

Demand-oriented services for satisfied members

### Target group

Voluntary representatives and employees in associations, cooperatives and other forms of Farmers' Organizations

### Content

The AHA "House of Enterprise" serves as a model for sustainably conceiving business models for services.

- Goals + strategies, markets + marketing, products + services, procedures + performance, location + resources, knowledge + innovations, people + work, finances + figures, deciding + responsibility

### Format and duration

- 4 modules of 2-3 days over several months, adapted to the situation/needs of the organization
- Accompanying practical project work between the modules from needs analysis to implementation

## Ways out of subsistence with b|u|s international

Entrepreneurial thinking and action are important foundations for agricultural development. Farmers' Organizations have realized that they can open up to financially successful, diversified agriculture for members by offering them professional training courses. b|u|s international is a training programme licenced by the AHA. Within its framework, selected trainers (mostly within organizations), are qualified who then train smallholder farmers using the finished training package.

On training of trainers in the countries of the South, see also p. 62.

### AHA offer

- Training of trainers (ToT) by international and local master trainers
- Placing existing trainers to work with target groups

### Target group

- Organizations that want to offer added value to their members
- Development partners who want to carry out or set up entrepreneur training in their Farmers' Organizations
- Freelance consultants who are seeking a sustainable model
- Local farmers who want to support and help other

### Format and duration

3 modules of 10 days, plus individual evaluation and certification (ToT course)  
3 modules of 2-3 days each (application)

### Module 1 - »The individual«

- Personal strengths, perspectives and objectives
- Questions about responsibility and feedback
- What is success?

### Module 2 - »My business«

- Market orientation
- Portfolio analysis and analysis of the environment
- From vision to action plan

### Module 3 - Compact business plan

- Target-setting and market, as well as possible products
- Structure, processes and resources, including know-how, people and finances.

## Community mechanization

Various models of joint mechanization help local farmers to save efforts and resources. In this offer, »facilitators« are empowered to advise and accompany organizations and interested parties.

### Target group

- Organizations wishing to offer added value to their members
- Freelance consultants looking for a sustainable consulting model
- Local farmers wanting to support and help others

### Content and format

5 modules of each 1 day, on-site or online; a training expert accompanies the farmers' organization in developing a business model and its practical implementation.

### Module 1

- Analysis of members' agriculture and environment

### Module 2

- Examination of technical options to mechanize cultivation steps

### Module 3

- Resources and skills of those involved to ensure economic viability and feasibility

### Module 4

- Community management
- Operational and organizational issues

### Module 5

- Marketing the service
- Sustainability of business models
- Refinancing the investment

## Farm succession/ changing generation

Within Farmers' Organizations, coaches and trainers are empowered to accompany young rural farmers and managers in the process of farm succession.

### Target group

- Organizations that wish to offer their members added value
- Freelance consultants who are looking for a sustainable advisory model
- Local farmers who want to support and help others

### Content

A guideline devised jointly with the Ugandan Young Farmers' Federation (UNYFA) and GIZ describes a process of 3-4 advisory seminars on legal, business management and societal topics.

Inter-family communication is central to this. Trainers and local experts lead the 2-3 day seminars. Coaches accompany participants between seminars and beyond so that they can find and implement solutions.

### Format

As required, inducting/training of trainers and coaches or direct delivery of seminars by the AHA.

Please do not hesitate to contact us for a tailor-made offer.

## Intercultural training

Only when people meet at eye level are they open to learning together and really exchanging ideas. However, goodwill alone is not enough to create this level playing field. Each of us is influenced by images of others, too often the key to understanding cultural particularities is missing. A change of perspective and a new look at one's own existence and work is also helpful.

### Target group

- Farmers
- Trainers
- Experts

### Content and format

- 2-day training consisting of general basics on the way of seeing and behaving in African countries and India
- Exercises on self-image and others' perceptions
- Adapted information on individual target regions
- Helpful reflections on colonial history and racism for practical work and direct meetings

## Tailor-made training offer

In our international work, it seems important for us to continually adapt the training that we offer to individual countries, clients and situations. In this sense, the offers listed here only form a part of what we have available for you. For tailor-made training, seminars and support please contact us directly.



## Contact



### Nicole Bolomey

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Trainer, Advisor & Coach

## Simply skilful visualization

According to the motto »A picture says more than 1,000 words«, many things can be communicated easily, quickly and sustainably thanks to meaningful visualizations. Enrich your training courses, advice, moderation and workshops with skilful visualization.

### Target group

Trainers, advisers, coaches in the agri-food industry and in associations

### Content

- »Legible writing, colours, shapes, dynamics«
- Elements »figures, symbols, faces, arrows etc.«
- Figurative language »From the concept to the image«.
- Visualizing people graphically
- Mapping emotions, feelings and needs
- Structure & design elements of flipcharts

**Duration** 1 day

## Simply skilful visualization – online

Work on your visualizations at home under the guidance of the trainer.

**Duration** 2 online workshops, mornings, at intervals of approx. 14 days

### Training providers

## For teachers: teaching with individual style

Vocational and specialist teachers are faced with the challenges of teaching the latest expert knowledge, integrating more and more material into the curriculum, teaching entrepreneurial thinking and action, continuously motivating students, supporting very heterogeneous classes and strengthening students' social skills.

### Content

- Ways to effectively use your own person
- Recognizing, knowing personality structures
- Creating a motivating atmosphere in the classroom
- Managing energy levels and learning rate

- Inspiring self-reflection in students and motivating them
- Recognizing different types of learners and adapting teaching to them
- Mobilizing pupils to take steps towards implementation
- Entrepreneurial thinking and acting
- Capacity to act on the meta level
- Working with groups
- Collegial coaching

**Duration** 4.5 days

### Target group

Vocational and specialist teachers

## Contact



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 Tel. +49 (0)151179 566 82

**Future association.**

**Image work.**

**AHA inspiration.**

**Study week.**

**Future radar.**

**Future forum.**

**b|u|s festival.**

**More.**

**Conferences**

**and events.**





Review

### In agriculture

## b|u|s festival

Once a year at the summer solstice we celebrate our legendary b|u|s festival. On-site partners together with the Andreas Hermes Akademie organize the b|u|s festival as a professional and social highlight in the international implementation of b|u|s courses. The programme usually follows this sequence:

### Thursday

Arrival and welcome evening

### Friday

- Approx. 10 excursions head into the region and highlight agricultural businesses
- Exciting entrepreneurs from the agricultural sector and cultural highlights
- Evening barbecue with music



### Saturday

- Entrepreneur congress with exciting personalities
- Festive gala evening with live music
- Presentation of business letters to the graduates of the year

### Sunday

Prayer, brunch and departure

### On the internet

[www.bus-fest.de](http://www.bus-fest.de)

### In the association

## Altfredeburger study week

Someone who has participated in the academy's so-called long courses (today's TOP-Kurs) since 1949 may call themselves an Altfredeburger. This community of about 1,000 alumni was named after the first location of the academy - Bad Fredeburg. An annual conference is organized for the community by the academy in cooperation with the association of former students (Freundeskreis der Altfredeburger e.V.). Participants deal with future topics and obtain perspectives and plans for everyday family and business life.

The study week takes place at the same location as the current TOP-Kurs in the Arbeitnehmer-Zentrum Königswinter near Bonn.

### Content

(excerpts):

- Theatrical performance by the TOP-Kurs
- Excursion to Bonn and surroundings
- Future-oriented agricultural and socio-political topics in the plenary session
- Working groups on different topics
- Ecumenical service
- Admission of the current TOP-Kurs into the Freundeskreis der Altfredeburger e.V.
- Honouring of long-standing members
- Festive ball
- General meeting of the Freundeskreis der Altfredeburger e.V. and its support association

### Organizer

AHA in cooperation with the Freundeskreis der Altfredeburger e.V.

### Location

Arbeitnehmer-Zentrum Königswinter (AZK) in Bonn, Königswinter

## Contact



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**Young, innovative start-ups are enjoying increasing attention and popularity in the agricultural sector.** Whether it's insect-breeding, online trading platforms or robots in land cultivation, start-ups are providing innovative ideas and suggestions for improvement along the entire value chain. With our offers we want to provide impetus and promote networks.



### Let's start: up!

An annual meeting with differing focus topics. In cooperation with the German Farmers' Association and the Bundesverband Deutsche Startups, the Andreas Hermes Akademie brings together farmers, start-ups and loads of cool people.

### IGW-Startup-Days

The Startup-Days have been an integral part of International Green Week ([www.gruenewoche.de](http://www.gruenewoche.de)) for four years. In addition to inspiring talks by experts, the focus is of course on the start-ups themselves: challenging and pithy pitches by the six finalists were just as inspiring as the top-class jury, which sounded them out. Maybe you'd like to join us next year?

### AHA inspiration

Need a pinch of inspiration? For farmers interested in innovation, an excursion will take them to the hotspots of the start-up scene. The goal: to get to know start-ups in the green sector and to understand what actually makes a start-up so special.

### Future Agro Challenge

Once a year, the title »Agribusiness of the Year« is awarded to a start-up from the agri/foodtech sector at the Global Agripreneur Summit. The winners of the international finals receive an exclusive package tailored to their individual needs, consisting of services worth up to 50,000 euros, access to networks and media attention. Every year, the AHA organizes the German competition for the international start-up event "Future Agro Challenge". The winner is then allowed to compete in the international competition. With the support of the Landwirtschaftliche Rentenbank, travel expenses and accommodation are covered for 2 persons over several days.



### Contact



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## Agricultural image work with #2B1D – two sectors, one dialogue

Agriculture and journalism - two worlds? No, we say, because both worlds are often facing the same challenges: high workload, rapid structural change, quotas or the question of »How and where do we quickly obtain good and above all correct news?« So, what could be more obvious than to bring together representatives from both sectors? In any case, both share one passion: love for their profession.

With our project #2B1D - two sectors, one dialogue, this is precisely where we come in. As part of the DIALOG MILCH initiative in cooperation with the Landesvereinigung MILCH in North Rhein-Westphalia, we are building up contacts, networks and exchanges between the two sectors.

How? By farmers going to where the journalists are, and journalists coming to the farms. They learn together and from each other, clear up misunderstandings, discuss, recognize what they

have in common, learn more about daily challenges in the other's sector and understand each other better.

Since 2017, we have already conducted workshops, courses, discussion rounds, editorial and farm visits.

Highlights of #2B1D include: »Farm Day – Volunteers in Dialogue with Young Farmers« with dairy farmer Matthias in Haltern; editorial workshop with farmers and editors from the Aachener Zeitung newspaper (held online); panel discussions with the makers of WDR Super Cows; the Journalists' Days at the Frankfurt Book Fair. As a partner of DIALOG MILCH, the Book Fair included the event »From Blog to Book« in its programme, because »exchange between city and countryside is a hot topic«. And of course, the events of #2B1D also include visits to dairy farms - with »journalists on the farm«, exchanging roles, »interviews in reverse« or »ask the farmer«.

We would be happy to work with you on dialogue projects between farmers and consumers, politicians, journalists, scientists ... across the media and, above all, face-to-face.

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### In the development of rural areas

#### »Future association«

For several years now, we have been holding a symposium in the autumn for associations that want to proactively shape their future. We provide impetus, ask questions and together find answers to various change scenarios. Topics such as knowledge management and communication, complexity and digital transformation or leadership and generational change constitute a small selection of our topics.

This event takes place once a year. Please tell us if you would like to be included in the mailing list or else take a look at our website from time to time. [www.andreas-hermes-akademie.de](http://www.andreas-hermes-akademie.de)

#### The best belongs in the country

This format that deals with the potential, impact and inhibiting factors of regional development of decentralized centres of knowledge and university locations. Background to this is the clear economic and social impact for the region, which is, however, only partly appreciated and supported by politicians. Together with science, politics and practice, we ask questions and fill in gaps in the discussion.

This event takes place at irregular intervals. Please contact us if you would

like to be included in the mailing list or else take a look at our website from time to time.

[www.andreas-hermes-akademie.de](http://www.andreas-hermes-akademie.de)

#### Future radar

Together with people from rural areas, we work on different topics for the future. The Design Thinking method focuses on the people concerned and supports the creative and authentic process towards visions and initial ideas. The results are both a motivation and a guideline in many instances.

Contact us to suggest a topic or an opportunity.

#### Future Forum for Rural Development

Always in January and always parallel to International Green Week, the Federal Ministry of Food and Agriculture invites people to the Future Forum for Rural Development. This is where stakeholders in rural development meet and discuss topics that are important to them.

We take part with surprising topics and new settings. Event titles such as »LandRebels«, »Land2037«, »New Work for Mayors« or »Remapping rural areas« illustrate the diversity of our formats.

Take a look at the varied Future Forum programme. You will find us here too. We kindly invite you to join us.

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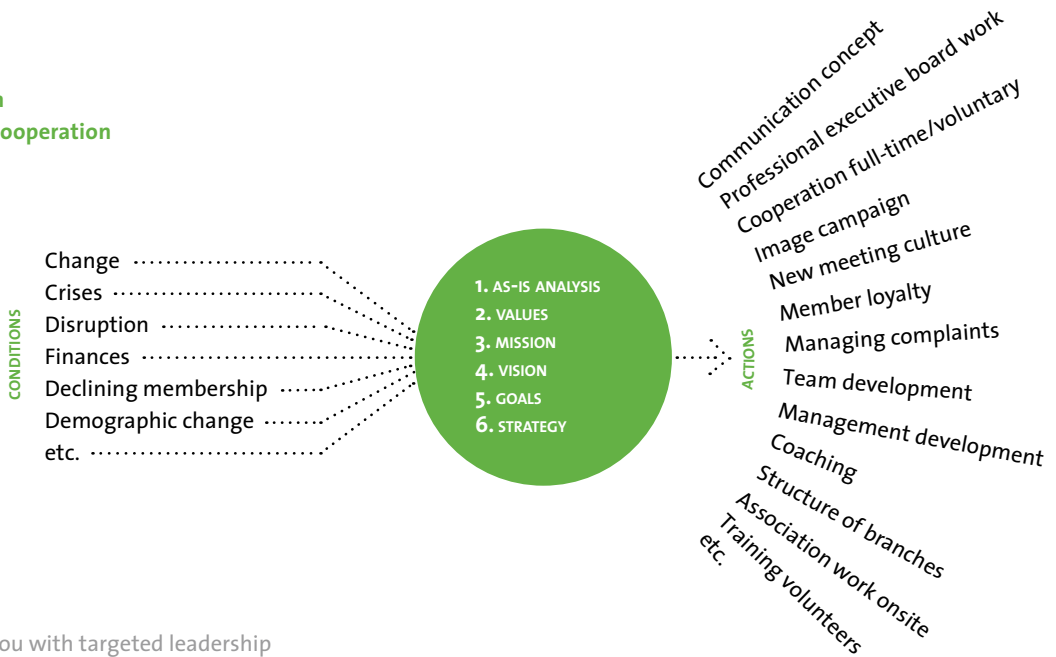
**As-is analysis.  
Goals. Values.  
Mission. Strategy.  
Communication.  
Team development.  
Cooperation.  
Finances. More.  
Advising and  
coaching.**



**Growing associations and organizations.** External and internal influences repeatedly require changes to an association. Work with our experts to devise change strategies that systematically move the association forward.

- In agriculture
- In the association
- In international cooperation

The »values« of the organization form the centre and starting point of strategically-oriented organizational development.



We can support you with targeted leadership coaching. Do get in touch!

Would you like to make use of digitalization opportunities and the members' expectations in your association to further develop your organization? Do you want to adapt channels of communication or coordination processes? Would you like to introduce new, efficient, fast structures for management and cooperation and organize committee meetings in a modern way?

Together with you and your management team, we design systematic and needs-oriented development processes that actively integrate and use the potential of both your members and employees.

In international cooperation, our organizational development takes different forms. We support founders of organizations (e.g. youth associations or platforms of value chains) and accompany management teams in change processes (e.g. in the case of strong growth), help with structural adjustments (e.g. with decentralization processes) and accompany establishment of new platforms for exchange. Contact our international team. We will happily respond to your direct enquiry.

**In doing so, we use the principles of organizational development:**

- Systemic analysis of stakeholders
- Turning those involved into participants
- organizational development as a continuous process
- Development of a permanent learning organization
- Increasing self-efficacy and the organization's capacity for improvement
- Congruence of goals, pathways and action
- Consistent alignment with the *raison d'être* of the organization



**Infrastructure.  
General interest.  
Broadband. Politics.  
Administration.  
Economy. Think tank.  
Innovation.  
Themed dialogues.  
Progress. More.  
Dialogue formats.**



**In 2015, the Platform for Rural Areas was launched.** All associations with responsibility and a mandate for developing rural areas sit around one table. This is new and shows the extraordinary interest in viewing rural areas not as sector silos, but much more holistically. After all, there are plenty of rural development issues. For some years now, the topic of broadband infrastructure has repeatedly topped the list as it provides the basis for greater equality and participation, while also enabling innovation and progress.



### In the development of rural areas

Administration and politics naturally take the topic seriously, but there is often a lack of practical experience, concrete solutions or knowledge about the relevance of individual niche topics. Based on these findings, the idea was born to establish a »Platform for Rural Areas« in Berlin, close to the political scene. With the support of the Landwirtschaftliche Rentenbank, we can make it possible for different perspectives on common topics to be discussed comprehensively and jointly, creating a space of trust and exclusivity for these organizations and 1:1 networking with partners and experts from ministries and the worlds of politics and science.

### Selecting topics – discussing topics

The Platform for Rural Areas sees itself as a topic-setter and

lives from broad-based internal discourse. The added value lies in joint integrative thinking. The topics are - like the rural areas themselves - very diverse. Future issues and scenarios for rural areas figure on the agenda, as do long-term issues of equality of living conditions. Above all, critical accompaniment of current political projects is the intrinsic benefit for all those involved. Contact us if you would like to add a topic relating to rural development to the public and political discussion. We're in this together!

#### Supported by:

- Arbeitsgemeinschaft der Akademien Ländlicher Raum
- Bund der Deutschen Landjugend
- Bundesverband der gemeinnützigen Landgesellschaften
- Deutscher Bauernverband (German Farmers' Association)
- Deutscher LandFrauenverband
- Deutscher Landkreistag
- Deutscher Raiffeisenverband
- Deutscher Städte- und Gemeindebund
- Die Agrarsoziale Gesellschaft
- Landwirtschaftliche Rentenbank
- Verband der Bildungszentren im Ländlichen Raum
- Verband der Landwirtschaftskammern
- Zentralverband des Deutschen Handwerks



## In international cooperation

### Global exchange

Farmers learn best from farmers. Associations productively exchange information with other associations. The Peer-to-Peer Exchange brings together agricultural leaders from all areas of the world.

### Transitional Agriculture

Associations from 6 countries on 3 continents meet regularly online under the umbrella of the World Farmers' Organization (WFO) and exchange experiences on self-selected topics. 3 blocks of 3 modules of 120 mins each take place during the year and are supplemented by a physical meeting that includes farm visits.

In collaboration with:  
AKI – Agrar Kontakte International e.V.

### Trade skills

Strengthening the skills of national African Apex associations under the umbrella of their regional associations in Southern, Eastern and Western Africa. Physical exchanges in seminars over several days centre on topics relating to agricultural trade policy.



### Trainee exchange

For graduates of agricultural training courses in the global South, transition to the real world of work is often difficult. Training and studies are characterized by theoretical content. Practice and the application of modern approaches are neglected, often due to a lack of resources. The **International Young Farmers' Exchange Programme (IYFEP)** addresses the high demand for practical experience and further training. Run by the Schorlemer Foundation of the German Farmers' Association, it has been promoting exchanges of young people between Uganda and Germany since 2019. Participants live, learn and work in family businesses in the exchange country for three months each.

In addition to the practical exchange, there is a focus on the personal development of participants and host farms. In this way, the exchange aims to promote motivated and culturally open personalities in agriculture - people who think outside the box in a self-confident and tolerant manner.

### Target group

- Host farms in Germany
  - Trainees from Germany travelling to Uganda
  - Host farms in Uganda
- Trainees from Uganda travelling to Germany

For information and registration

see also:

[www.krassgruen.de/finde-ein-praktikum/afrika-blog/iyfep-im-kontext](http://www.krassgruen.de/finde-ein-praktikum/afrika-blog/iyfep-im-kontext)

### Pool of experts

We need YOU!

Do you have a connection to agriculture, association bodies, interest groups, business management and/or services provided by associations? Are you fluent in English or French? Then become part of our pool of experts and accompany us to our partner organizations in Africa and India! Trips vary between short assignments (3 - 7 days) and longer on-site accompaniment (approx. 3 weeks). These can be easily incorporated into your normal activities.

**We prepare you comprehensively for your mission! Do get in touch!**

## Contact



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**Digitalization.  
Gen Y. Motivation.  
Staying the course.  
Success. Marketing.  
Clients. Change.  
Appreciation.  
Possibilities.  
Marketing. More.  
Presentations.**





### »Digitalization changes nothing if not everything. Rural areas too, and above all«

Would you like to understand exactly what digital transformation means and what it triggers? Are you also wondering if pure tablet-swiping or the app for leisure and sports is all it's cracked up to be? Yes? Then we would like to take you on a journey into the possibilities and opportunities of the future in rural areas. The same is true here: technology is not the problem – after the digital revolution comes cultural change. This presentation is available both as a face-to-face event and as an online seminar.

### »Wait and see is not the answer: what does digital transformation change in an association?«

A lot changes. The world is becoming more complex, social trends more diverse and digital transformation is acting as an amplifier for change.

In every sector, in every business and, yes, even for associations, the future is on trial. Enjoy an in-depth glance into all the departments holding an association together on the inside and on which »change« is written and ask yourself questions that will determine your future direction.

This presentation is available both as a face-to-face event and as an online seminar.

### »Gen Y: more than a cohort«

Looking at the younger generation is always important and does good. For three reasons: for demographic reasons it is the »generation of the few« and at the same time a generation that has new and altered needs with respect to itself, to life and also to work. Here, too, digital transformation is acting as an amplifier for new mindsets, structural as well as human/personal.

Above all, however, it is »the young« who should and who want to shape the future. This presentation is available both as a face-to-face event and as an online seminar.

### »Attracting, retaining and motivating good employees.«

Attracting good employees is often a competitive struggle across all sectors. Retaining good employees, motivating and inspiring them, then building them into a team is becoming a decisive factor of success in developing in many businesses. Here, professional ideas are required to attract and retain employees and to train managers accordingly. We align the presentation content to your key topic areas.

### »Keeping your nerve in challenging times«

What makes us strong in hard times? Where to channel my pressure, anger, worry, fear? This presentation provides farmers with impetus to counteract difficult times and to discover new energy.

In the presentation and follow-up workshop, speaker and trainer will first show ways to »ease the pressure«. We will then use examples of crises in other sectors to open up the view to alternative (new) pathways towards solutions. Above all, the trainer provides encouragement. We show how to strengthen one's individual power of resistance and how to use personal sources of strength to develop (new) strategies.

## »Staying cool despite irritating issues - public relations work in agriculture«

»You are to blame for CO<sub>2</sub> emissions«,  
 »You are the environmental sinners and animal abusers« ... criticism of agriculture is increasing, accusations are becoming harsher, discussions are becoming more emotional. At the same time, people have little connection to agriculture and know little about our work on the farms. Opinions are also being shaped by the media. It is therefore all the more important that we actively engage in dialogue with people - especially in the vicinity of our own farms. In this presentation, we provide impetus for active, open and authentic contact with others.

## »Motivated BY difficult times - success criteria for agricultural entrepreneurs of today and tomorrow!«

NO, it's not a misprint in the title, it's really »Motivated BY difficult times...«. What's that all about? That difficult times can be and actually are real

impetus for something new. Our farming profession is the profession of possibilities! What direction of development does agriculture offer us and where is my place? There is no single path for all, but everyone has a path. How do I find my individual development path? On what criteria does achieving my goals depend and how good am I with respect to these criteria?

## »The hour of the strategist - business tools that stay the course in difficult times«

We approach this complex and challenging topic from three sides: first, it is about understanding one's own business; then, describing niggling trends in the sector; finally, deriving conclusions affecting how an agricultural business is led. Management responsibilities and pathways are outlined, together with the form and importance of a strength-weakness analysis and operative and strategic management accounting as important and valuable tools.

## »Demands on agribusiness managers undergoing change«

Agricultural businesses have changed considerably in recent years. Technical and technological developments, company size, complexity of processes, demands from society, volatile markets, global market quotations, dealing with legislators, insurance, environmental protection, authorities, banks, employees and, last but not least, the business' own quality of life requirements are completely different today than they were a few years ago.

How does a farmer meet these requirements, how should they be trained and what should further education and training look like? Learn what farmers of today need for professional business management.

## »Your own path to success – taking responsibility in an entrepreneurial way«

Entrepreneurial success also requires reflection. However, it is not always easy to look at your own business from the outside. Operational blindness is the greatest risk for entrepreneurs because then you stop questioning yourself, your work and the business. You stop being critical and carry on complacently as before. In order to counteract possible blindness, it helps to try out new things, to dare to do something differently from one's colleagues.





It is a matter of not losing sight of markets and developments on the one hand and individual company strategy on the other.

Entrepreneurs who wish to profit from changes and developments on the markets must be alert and react to them.

### »1,000 farms, 1,000 possibilities - regional marketing strategically and practically«

Regionality means pure diversity. Marketing one's own products offers the opportunity to set up the business in a way that best suits it and its surroundings, as well as the family and oneself. Although it involves much work to be responsible for everything from production to sales, from agriculture to marketing, there results in greater added value and greater independence.

### »Inside the concern: what makes the food retail industry tick? Requirements and possibilities for regional marketers«

We take a look behind the scenes at the »feared opponent« trade. How do processes work from initial contact to promotional campaign? What does the purchasing department pay attention to? What do supermarket customers value? Which criteria do I have to fulfil as a supplier? A former regional buyer shares her experiences and you can ask her all your questions.

### »How to tell my client – communicating critical issues«

Everyone is talking about communication. But how can one talk openly about life and work on the farm if you suspect that consumers will reject this? Do all businesses have to do public relations at all? Fronts often harden and opinion dominates knowledge - on both sides.

There are good pathways to successful exchanges between agriculture and non-agriculture – also, and especially, on topics of critical discussion.

### »Taking gifts, giving names: valuing agriculture and society«

Both in socio-political debates and in discussions within the agricultural sector, a distinction is made between »society« and »agriculture« as if they were separate and opposed to each other. Lack of appreciation of the »other« is mutually subordinated and leads to conflicts that extend from direct contact to top levels of politics. How can this circle be broken?

## Contact



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In international cooperation

## Farmers' Organizations - self-organization as the key to strong representation of agriculture

Countries with strong, organized agriculture are characterized by an effective representation of interests. Interaction between government and civil society is an important element of democracy. In developing and emerging countries, farmers' voices are often barely heard, even though they represent the largest group in the population and are indispensable in providing supplies to people.

Experience the development, role and structure of agriculture on the African continent or in India in the context of European development cooperation.

## Entrepreneurship as the basis for agricultural development in Africa

The presentation gives typical insights into the situation of African farmers, showing how they were able to change their economic situation through entrepreneurial ways of thinking and behaving and how this affects their lives and those of their families. Possible developments are presented and discussed. The audience will go home with a more differentiated (and probably more positive) picture of Africa.

## The future lies in Africa's youth

Africa's population is young. Many young people from the countryside leave their farms and move to the cities with the vague hope of finding work. The elderly remain in the villages, innovation potential is not exploited, agriculture remains unprofitable.

In order to counteract this trend, the Ugandan National Farmers' Federation has founded the Young Farmers' Federation UNYFA. With AHA's support, UNYFA has gained over 30,000 members in a short time as part of a process supported by its members.

The presentation uses examples to show a different, future-oriented, image of Africa than is often conveyed in Europe and invites us to reflect on it and discuss it.



## Contact

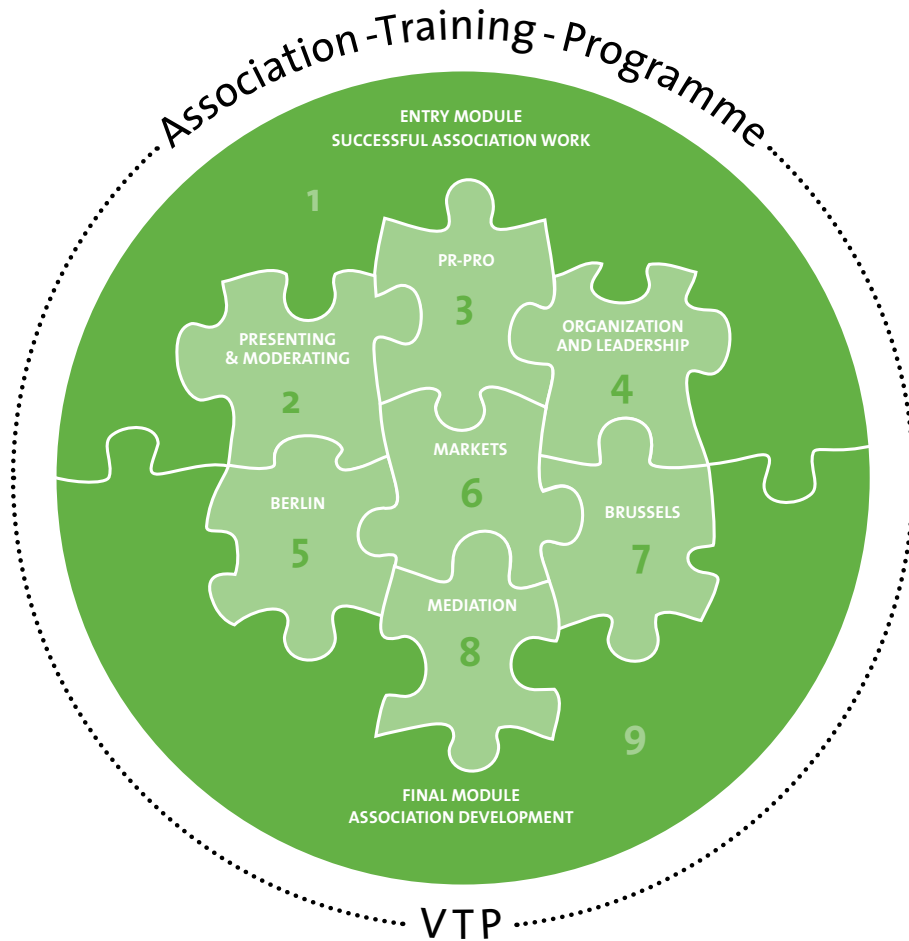


**Philipp Conze-Roos**  
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**VTP. Entry. Focus.  
Association work.  
Presenting. PR.  
Organization.  
Agricultural markets.  
Training.  
Coach network.  
Advising. More.  
Certified  
qualifications.**





**Employees and managers.** If you want to be successful as an association employee, you have to be familiar with bodies in the agricultural sector, be well-networked and know how the association apparatus works.

#### In the association

### Association Training Programme (VTP)

Agricultural associations and organizations are a particularity in themselves. Challenges in the green sector, discussions in politics and in public require strong, professional, future-oriented stakeholders. Anyone wanting to act successfully here must be familiar with bodies in the agricultural sector, be well-networked and know

how members and colleagues from other associations »tick«.

The Association Training Programme (VTP) is proposed in cooperation with the German Farmers' Association (DBV), primarily for member associations and associated members. For years, employees and increasingly also volunteers have been strengthened, trained and accompanied to enable successful association work.

The VTP consists of a compact package of several training modules, which together provide profound knowledge and concrete tools for association management.

Participants who complete at least five further modules in addition to the entry and final modules will receive the »Agricultural Association Management« certificate.

The VTP is geared to the needs of new and experienced employees in the

agricultural sector but is also a useful complement for voluntary/honorary positions. The content is constantly revised and adapted in line with constantly expanding requirements.

The VTP consists of a total of 9 modules over a period of 12 months. The series starts every year in May. Due to the continuing annual implementation, modules can also be completed in a subsequent season.

## VTP entry - successful in association work

### Module 1

#### Content

- Overview of the tasks, task sharing and mission statements in the most important organizations in the agricultural sector via visits, presentations and field reports
- Post-war political history East-West; agricultural policy and history of associations in practice using first-hand reports of experiences from successful association representatives; milestones of the CAP and current challenges
- People shape organizations: the persolog® Behavioural Profile for better knowledge of oneself and others

## VTP focus - presenting and moderating

### Module 2

#### Content

- Personal development; strengthening presence and impact; authentically representing one's own viewpoint
- Presenting and speaking before groups: developing your own style between structure and spontaneity
- Camera training with individual feedback

- Managing discussion as a core skill
- Moderation (techniques) - communicating, between structured planning and flexible approach - dealing with challenging situations
- Moderation as a process - stakeholder participation to secure results and construct decisions
- Leading committees, preparing and conducting meetings
- Practice and application through moderating a practical case

## VTP focus - PR pro

### Module 3

#### Content

- Experiencing the PR toolkit in use to address and practise working on one's current issues
- PR strategies and image work from proven association representatives - learning from best practice
- Openness and confidentiality - finding the right way to deal with the media
- Introduction to social media publishing - discovering agile media for association work and politics
- Strategic communication - versed in »speaking and replying« from the argument to the press conference
- Developing strategic goals for image work

## VTP focus - organization and leadership

### Module 4

#### Content

- Association management systematized: the »house of association success«
- Images of people and motivation as the basis of leadership

- »No single path for all, but everyone has a path«: leadership styles based on one's experiences, personality and characteristics
- Investigating practice using the example of the Bavarian Farmers' Association: learning and asking about the organization, work processes and leadership; the challenge encompassing interest representation and service



## VTP focus - politics in Berlin and advocacy

### Module 5

#### Content

- Association work for members: basics of lobbying and representing interests; knowing the concerns of the profession and consolidating the association's position
- Opportunities and risks of lobbying work: working methods of the DBV as the umbrella organization for »broad« interest representation
- Lobbying from the volunteer viewpoint
- Latest news and changes in agricultural policy, practical experience of interest representation in Berlin
- Stimuli: formulating clear, strategic messages; communicating credibly and authentically with internal and external target groups; successfully disseminating messages to stakeholders
- Visit to the German Bundestag

## VTP focus - agricultural markets

### Module 6

#### Content

- Overview and basics of the most important agricultural markets (energy, milk, meat, grain, feed) in a practical and tangible manner
- Gaining insight into market partners and the value chain through discussions with experts
- Trends in consumer behaviour and impact on agricultural markets
- Insights into the working methods of regional and online marketing
- Legal issues of contract design; liability issues

## VTP focus - politics in Brussels

### Module 7

#### Content

- Project Europe: historical mission, development and perspective
- Introduction to political decision-making in the EU - institutions involved and how they function
- European policy from a national perspective - a personal experience report by an association representative
- Brussels on the ground: visit and conversation with influential representatives from the lobby, Commission and Parliament. Common Agricultural Policy (CAP) - current status and development

## VTP focus - mediation

### Module 8

#### Content

- Analysing situations and areas of tension in your own
- The leader's role in cases of conflict
- Conflict resolution to serve members
- Instruments to avoid conflicts

- Dealing with challenges - keeping the goal in sight
- Creativity as the key to finding solutions
- Procedural principles and limits of internal mediation

## VTP focus - association development

### Module 9

#### Content

- Developing the association dynamically - the question of sense
- What digitalization means for association work
- Leading the association into the future; interplay with other protagonists; establishing networks
- Change management - transformation according to plan and strategies for change
- Instruments for greater efficiency: from setting priorities to self-management
- Professional fulfilment of tasks - clarifying my personal mission and identity within the association

## Organizational matters

#### Time frame

3-day seminars and one 4-day seminar (during the week), Seminars start at 10 a.m., departure usually from 4 p.m.

#### Location

Conference centres in Berlin, Bonn and other regional educational institutions in member associations

#### Participants

7 - 15 persons

#### Registration

Information and registration via the respective associations

#### Certification

»Agricultural Association Management« (for participants with Module 1 »Successful Association Work«, Module 9 »Association Development« and at least 5 others)

## Contact



#### Sarah Neyses

s.neyses@andreas-hermes-akademie.de

Tel. +49 (0)175 91 17 433

**Virtual.Near.Special - working online with AHA-effect.** In addition to our face-to-face training courses, which can also take place online if clients so wish, we are proposing special online formats in order to enhance skills for working online. Experience how you can also work online with groups while nurturing relationships, building community and achieving goals.

### Moderating online: by far the best!

In this workshop you will learn methods, tips and tricks for working online with groups. Participants receive best practice examples and practice tools to constructively progress in their areas of work.

- How does the technology work?
- Tips and tricks for using Zoom
- Constructively and interactively working on subject matter
- How to succeed at exchange and relationship-building
- Dos and don'ts - netiquette for online meetings
- Challenges and limits of online collaboration
- Practical exercises

Duration: 1 day

### Online moderation for advanced users

Deepen knowledge of moderation methods for your online meetings, workshops and seminars

- Methods for goal-oriented moderation of groups online
- Working on subjects constructively; sustainability

- Going through the agenda in a goal-oriented way
- Involving all parties, keeping the conversation flowing
- Solution and result-oriented work
- Bringing depth to content
- Methods of participant mobilization and motivation

Duration: 1 day

### Play as a method in online training and workshops

Explore group dynamic effects of online games in this course. Learn how you can work "playfully" with online platforms and tools in a relationship-nurturing and goal-oriented way.

- Use and benefit of training games in personal development
- Examples of online games and AHA effects
- Online use of lively and brain-friendly learning support
- Many practical exercises in plenary and small groups

Duration: 1 day

### Designing goal-oriented online workshops and being well-organized

This, too, belongs to the development of online collaboration: appointments are stacking up closer together and at shorter notice. Locked office doors, where there was otherwise a culture of open doors and face-to-face interaction; prioritizing online meetings over callers or face-to-face exchanges with office colleagues; when to prepare and follow up effectively? It is not uncommon for "normal" work, moments of creative calm and breaks to be neglected with each day passing.

To be able to meet these new challenges in a structured way, you will receive methods and tips on 2 levels:

- a) designing online events in a goal-oriented and efficient way
- b) integrating them into the daily work routine or into work processes

- Inventory of work processes
- VUCA in working life
  - Mastering new situations quickly and confidently
  - Enhancing communication skills
  - Online communication in everyday work
- Strategies for self-organization
  - Familiarization with goals and resources
  - Life Balance Model
- Time management strategies

Duration: 2 days

### In international cooperation

## b|u|s international courses for trainers

Entrepreneurial thinking and action form an important basis for agricultural development. Many Farmers' Organizations have recognized that they can open the door to thriving, diversified agriculture for their members through entrepreneurial training.

b|u|s international business training is a standardized training proposition licensed by the AHA.

On site, future trainers are selected via an assessment course.

### Target Group

- Organizations that want to provide added value to their members.
- Freelance consultants seeking a sustainable consulting model
- Local farmers who want to support and help others

### Content

- b|u|s 1: Capacities
- b|u|s 2: Enterprise
- b|u|s 3: Business Plan

### Format and duration

- 3 modules of 11 days each including initial training
- Rollouts (test training courses), in which trainers train up to 20 participants
- Evaluation
- Certification

ToT is delivered by specialist AHA trainers together with master trainers from Africa. Contact us for more details!

## Master Trainer courses

In order to strengthen the local resources of qualified trainers, we offer further training for already experienced trainers. The focus is on two skills: the ability to design one's own courses and to train and develop new trainers.

### Format and duration

4 modules of 2-3 days each, including project work

## Contact



**Nicole Bolomey**  
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Tel. +49 (0)151 185 692 67

### Trainer, adviser & coach

## Training as a professional trainer and moderator

Successful trainers today are true all-rounders. The best basis for this is sound training. Familiarize yourself on a systemic basis with training, advising and coaching tools which are necessary for goal-oriented learning and teaching in groups.

### Content

- Designing courses: didactics - motivation to learn - variety of methods
- My personal impact and presence in front of groups
- For experienced participants: perfect your own training and moderation style through intensive coaching and feedback.
- »Turning manure into compost«: making a success of critical workshop situations: dealing confidently with group dynamics and difficult participants

### Target group

- Newcomers to training work and career changers
- Professional and managerial staff
- Moderators and advisers

**Format** Compact training including certificate, tandem training for intensive participant support

**Scope** 12 training days offline & online, including day of reflection on transfer experiences after 6 months

## Training as a systemic coach

Coaching skills help to increase the impact of a business or specialist consultancy. Today, managers and executives often specifically ask for the corresponding services when it comes to clarifying goals, finding new pathways and overcoming difficulties. Coaching enables you to initiate and accompany change and development processes on both a business and personal level.

In consulting, coaching is an important addition to the service portfolio and contributes to a better cost-benefit ratio.



#### Duration

15 - 17 training days, face-to-face & online

#### Target Group

- Advisers
- Working group or team leaders
- Those involved in training
- Managers/personnel

#### Inhalte

- Concepts and methods for coaching
- Coaching to support processes of strategy change
- The coach personality
- Marketing coaching and consultancy
- Coaching in conflict and stress situations
- Coaching in seminars and working groups

#### Co-organizer

Verband der Landwirtschaftskammern (VLK)

#### Cooperation partner

entra Entrepreneur Development



#### What characterizes the training:

- Tandem training for high mentoring intensity
- Individual coaching of participants
- Practical exercises
- Networking & thinking outside the box with participants from different organizations, departments and regions
- Systematic offer of extension modules on special coaching topics



#### The coach network

In our coaching courses, which we have been delivering since 2003, participants fill their treasure chest with methods for successfully accompanying people. The coaches come from different regions of Germany and from many different fields of activity. They work e.g. for agricultural associations and advisory organizations or have their

roots in practical farming or agri-business. Participants from outside the sector »add the icing to the cake«.

#### Our networking meetings for coaches offer you:

- In-depth training of special coaching skills
- Exchanging experiences
- Supervision

#### Contact



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**Adviser training.** Your professional, social and methodological skills are your factors of success. We offer specific qualifications to optimize your advisory work.

**Our adviser courses are:**

- CECRA accredited
- Practice-oriented
- Intensive accompaniment of each individual participant
- Valuable exchanges of experience in groups of participants with diverse tasks, regional origins, challenges and demands.

## My adviser profile - successfully accompanying clients

This course covers the spectrum from our own understanding of advising and roles, to goal-oriented discussions on clarifying missions and goals, to supporting processes for client implementation.

Content

- Role(s) of advisers
- Successful client communication
- Effective use of one's own person
- Success factors in the adviser personality

- Effective concepts and advisory methods
- Transfer preparation

Target group

Practising advisers

Format

3-day intensive workshop with 2 trainers

Certificate

CECRA 1 accredited

## Shaping communication and relationships in consulting

»Are you still talking or are you already convincing?« Comprehensible communication is a core element of successful (advisory) work; communicating topics, ideas and proposals understandably is one thing, but successful implementation is quite another. An essential prerequisite for this is good relationships between interlocutors.

They help to better motivate and mobilize the person opposite and lead to successful realization. For their own work, good relationships also induce a positive working atmosphere, as well as higher motivation and performance.

Participants train different conversation techniques and sharpen their sense of how to shape their (advisory) conversations in a professional, goal-oriented and transfer-effective manner.

Content

- Goal-oriented communication in advisory activities
  - Communication models
  - Communication techniques
- Structuring a professional advisory conversation (guidelines)
- Achieving goals through effective communication
  - Working with goals
  - Dealing with objections and/or resistance in an advisory context
- Processing individual case studies

Target group

Advisers and all those who would like to work with others to implement their projects and achieve goals together.

Duration 2 days

Certificate

CECRA 2 accredited



## Advising in the crisis

Advising in agriculture means that existential questions increasingly arise. Of course, there is still the whole range of businesses, but in many cases fear of survival dominates. Farmers are concerned about the future, the security of their families, their own professional existence, perceived failure and questions about career prospects.

The training course illustrates ways to strengthen one's own stability in order to bring the demands and reality of one's own work into balance and to give advisory work a sense of security once again.

### Content

- What shapes my behaviour, what drives me?
- Personal resilience
- Role clarification - role change
- Paths to effective advising in the crisis
- Individual case studies and concerns
- Individual coaching with one of the two trainers

### Target group

Agricultural advisers

## Advising and accompanying groups

Advising groups poses different challenges for those advising. Successfully advising and accompanying teams and groups thrives on the fact that advisers:

- Are familiar with group dynamics
- Intervene in group processes in a goal-oriented way
- Present input confidentially
- Carry each individual participant and the group with them

- Methods for successfully advising groups serve to achieve the best possible result for each individual and for the group as a whole.

### Content

- Refresher: essential aspects of successful communication and presentation
- Participant-oriented workshop activity
- Allocating positions and roles - recognizing and carefully accompanying group dynamics

### Target Group

Practising advisers

### Format

2-day intensive workshop with 2 trainers

### Certificate

CECRA 12 accredited

## Mediation - a structured process for conflict resolution

In an advisory capacity, we are also confronted with conflicts: in the team of employees, on questions of farm succession, with disputes in the neighbourhood or in business cooperation, with criticism and accusations aimed at agriculture, in cases of usage rights of paths or, or, or....

Factual arguments are often blocked in emotionally charged situations. Mediation methods can help you here. During the training you will learn to use your tools to avoid or resolve conflicts between individuals as well as in groups. You mediate between conflicting parties and support them in clarifying the conflict and formulating sustainable agreements.



### Content

- Mediation as an instrument of conflict management
- Role, attitude and task of the (internal) mediator
- Mediation principles and procedure
- Mediation in the agricultural context
- Overview of mediation techniques
- Conflicts in groups, team mediation
- Practical exercises with individual trainer feedback

### Target group

Managers with advisory function and with responsibility for personnel

Duration 2 days

### Format and prerequisites

This compact course is not a mediation course but conveys practice-based principles and mediation techniques. Participation does not require basic knowledge of mediation, but professional experience is desirable.

## Dealing with changes - change management

In order to initiate and accompany change processes in such difficult situations, it is necessary to work on factual issues, to separate the factual level from the relationship level, to keep client goals in mind and proceed strategically.

### Content

- Fundamentals of systemic consulting and organizational development: characteristics of living systems
- Role and attitude in the change process
- »Inner road map« of those involved
- Communication and intervention in change processes
- Tools for change processes: systemic intervention techniques
- Dealing with resistance: causes and solutions
- Transfer exercises with individual trainer feedback

### Target group

Practising advisers

### Format

2-day intensive training with 2 trainers

### Certificate

CECRA 8 accredited

## Training as Quality Representative and Internal Auditor

Quality representatives improve operational processes. This course teaches them how to tap into new potential.

### Duration

2 course blocks of 5 days each, plus one examination day

### Qualification

Quality Assessor and Internal Auditor

### Certificate

DGQ Certificate

### Target group

Persons responsible for implementation and maintenance of quality management systems.

### Co-organizer

VERAVIS GmbH



## Auditor seminars

Two seminars, each with facts and tools to successfully implement standards in processes.

### Target group

IFS/HACCP representatives and internal auditors

### Internal Auditors and Quality Representatives as managers

Methods that Quality Representatives and internal auditors need to ensure the effectiveness of quality management.

### Content

- My behavioural/personality profile
- Knowledge of human nature and being led by others
- Advising and accompanying processes
- Guideline for Internal Audits: DIN EN ISO 19011:2018
- Basics for successful internal audits
- Audit: planning, executing, assessing, optimizing

- System, process and risk-oriented internal audits
- Knowledge transfer in practice
- Case studies

### Duration

2 days

### Certificate

Building block for the Internal Auditor certification

## IFS, HACCP and FSSC 22000 in the food industry

### Content

- IFS: scope, interrelationships, synergies of the various standards
- Innovations and developments in standards
- IFS standards and their implications for operational practice
- Main content of the »IFS Food« standard
- IFS »Food Defense«
- Basics of the HACCP concept, case studies
- FSSC 22000 in the agri-food sector
- Reports from the field

### Duration

1 day

### Qualification

Following successful participation in parts 1 and 2: IFS Representative (EQA)

### Certificate

Building block for the Internal Auditor certification

## GMP+ International and HACCP in the agricultural industry

- Areas of application of GMP+ International
- Objective of standards B1 to B4
- Quality criteria and structures of the standard
- Basics of HACCP
- Implementation of standards and HACCP in business operations

Reports based on actual practice: frequent divergences resulting from internal and certification audits, designing corrective/preventive measures

**Duration** 1 day

#### **Qualification**

After successful participation in parts 1 and 3: GMP Representative (EQA), with certificate

## MBA in Agricultural Management

In many professions, a diploma is only the first step on the career ladder. Successfully assuming management tasks requires not only expert knowledge but also social skills. We offer both in conjunction with the Anhalt University of Applied Sciences, Bernburg, as part of an on-the-job, accredited course of study »Agricultural Management for Leaders in Agriculture and Agribusiness«. Here you will find studying very different: thanks to cooperation between the University and the AHA, students receive and experience interlocking specialist knowledge and methodological skills on their path to a Master's degree. The heterogeneous composition of the teaching team is particularly valuable in guaranteeing high-quality training in expert knowledge: lecturers, experts from business, as well as AHA trainers accompany and promote personal development throughout the entire study period.

#### **Content**

- Agricultural policy and law
- Management accounting
- Digitalization
- Leadership
- Communication and employee management
- Quality management
- Self-organization



- Strategic management
- Personal and business development strategies
- Personnel management
- Latest scientific findings in animal and plant production
- Technology in business leadership
- Conducting negotiations

#### **Format**

- Five semesters plus Master's thesis
- Distance-learning, supplemented by face-to-face phases in the form of consultations, workshops and training courses
- Professional excursions, nationally and internationally
- Creation of project work in a team using an e-learning platform
- Systematic and continuous support of guided self-study

#### **Benefits**

- Continuing professional activity during studies
- Lecturer team from university + business + AHA
- Interlocking teaching and training content thanks to close cooperation by the team of lecturers in supporting students and further developing the study course
- High practical relevance of course content with students introducing topics following specialist excursions and from their own professional environment
- Trusting and appreciating cooperation between students and lecturers

#### **Target group**

Managers in agriculture and agribusiness

#### **Qualification**

Master of Business Administration (MBA)

#### **Note**

Courses start in the winter semester, application deadline: 15 September.



## Contact



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 Tel. +49 (0)151 179 566 82

# Organizational Matters

**Have we aroused your interest?** Then do get in touch with us! We will be happy to give you more information about course content, the training schedule or the trainers.

## Funding opportunities

Some of our training proposals are supported by funds from the Landwirtschaftliche Rentenbank, the Federal Ministry of Food and Agriculture (BMEL), the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFJ) or the EU. We will be happy to assist you with the application process.

### For example:

#### Training award

[www.bildungspraemie.info/](http://www.bildungspraemie.info/)

#### Stiftung für Begabtenförderung der

Dt. Landwirtschaft (a foundation supporting gifted individuals in German agriculture)

Young talented professionals (max. 30 years) in the agricultural sector can receive financial support for recognized vocational training (courses, internships and projects).

[www.stiftung-begabtenfoerderung-agrar.de](http://www.stiftung-begabtenfoerderung-agrar.de)

#### Federal support for the gifted in continuing vocational training

[www.http://www.bmbf.de/de/762.php](http://www.bmbf.de/de/762.php)

#### »Meister-Bafög«

[www.meister-bafogeg.info](http://www.meister-bafogeg.info)

#### Centralized information on EU, federal and state funding

[www.foerderdatenbank.de](http://www.foerderdatenbank.de)

**Also take advantage of funding opportunities in your own federal state.**

Links to funding in the federal states, e.g.

- in Brandenburg: [www.lasa-brandenburg.de](http://www.lasa-brandenburg.de)
- in Lower Saxony: [www.nbank.de](http://www.nbank.de)
- in Rheinland-Palatinate: [www.qualischeck.rlp.de](http://www.qualischeck.rlp.de)
- in Thuringia: [www.gfaw-thueringen.de](http://www.gfaw-thueringen.de)
- in Saxony-Anhalt: [www.ib-sachsen-anhalt.de](http://www.ib-sachsen-anhalt.de)
- in Saxony: [www.sab.sachsen.de](http://www.sab.sachsen.de)

#### Bildungsscheck NRW

[www.mags.nrw/bildungsscheck](http://www.mags.nrw/bildungsscheck)

#### We can design your training offer!

In our seminar brochure we give you a comprehensive overview of our offer. But that's not all: new topics and courses are being added all the time. And if you are looking for a more individual solution, we will be happy to work with you to create an offer that is tailored to your requirements. You will find further up-to-date information on our website at:

[www.andreas-hermes-akademie.de](http://www.andreas-hermes-akademie.de)

We will be happy to advise you! Contact us. We look forward to your call!

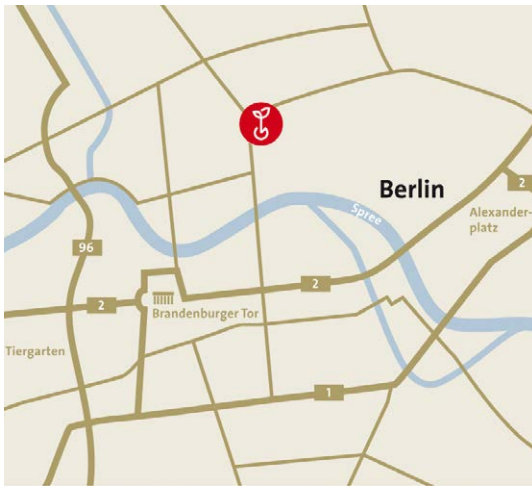
Your AHA Team

## Here is where you will find the Andreas Hermes Akademie

Friedrichstraße 124 · 10117 Berlin · Germany

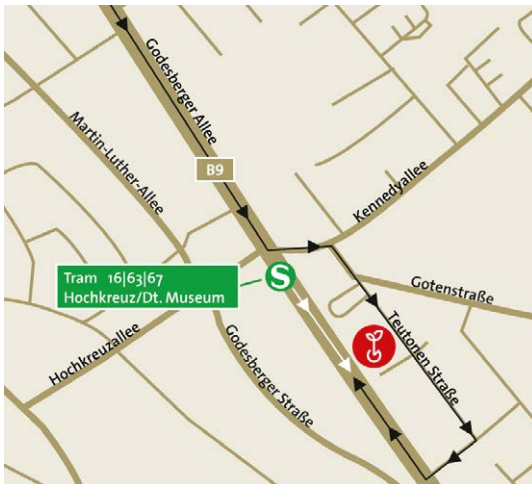
Godesberger Allee 66 · 53175 Bonn · Germany

info@andreas-hermes-akademie.de



### From the main train station (Berlin)

- From Berlin HBF (main station) S-Bahn S3, S5, S7 or S9 (towards BER Airport)  
-exit at »Berlin Friedrichstraße (S)«  
-600 m walk until »Friedrichstraße 124«
- or from Friedrichstraße (S) take U-Bahn U6 (towards Alt-Mariendorf)  
-exit at »Oranienburger Tor (U)«  
-20 m walk until »Friedrichstraße 124«
- or from Friedrichstraße (S) take tram M10 or M12 (towards Rosenthal Nord/Mitte, Am Kupfergarten)  
-exit at »Oranienburger Tor (U)«  
-20 m walk until »Friedrichstraße 124«



### Arriving by train (Bonn)

- From Bonn HBF (main station), take tram 16, 63 or 67
- Stop Hochkreuz / Dt. Museum
- 200 m walk in direction Bad Godesberg (look for white arrows)

### Arriving by car (Bonn)

See figure 1



Simply scan the QR code and visit our website  
[www.andreas-hermes-akademie.de](http://www.andreas-hermes-akademie.de)

# General Terms and Conditions of the Andreas Hermes Akademie im Bildungswerk der Deutschen Landwirtschaft e.V. (AHA)

## 1. Scope

These General Terms and Conditions (GTC) shall apply to all contracts concluded with the AHA for participation or organization of events such as seminars, conferences, workshops, presentations, moderation, coaching, consulting or similar, as well as to all further services provided by the AHA in this context. Should agreements deviating from these General Terms and Conditions be concluded at an event, the latter shall take precedence.

In registering, the contracting party (participant, client, trainer, institution, entrepreneur) shall accept the following General Terms and Conditions of the AHA. Deviating agreements concluded between the contracting parties shall not apply unless the AHA has issued confirmation to this effect in writing. Individual contractual agreements between the contracting parties shall always take precedence.

## 2. Conclusion of a contract

The contract shall arise through acceptance of an offer. In the case of events split into several blocks, the contract shall be concluded for the entire training cycle, unless otherwise agreed individually and in writing.

## 3. Payment terms and costs

In the case of events for which a fee is charged, the contractually agreed fee for the event shall be payable in accordance with the AHA invoice and payment shall state the full invoice number.

AHA invoices shall become payable immediately upon receipt of the invoice without deduction. In the event of a default in payment, the AHA shall be entitled to demand statutory interest as applicable at the time. The AHA shall reserve the right to prove a greater loss.

## 4. Withdrawal

If the AHA and the contracting party have agreed in writing on a date for withdrawal from the contract free of charge, the contracting party may withdraw from the contract up to that date without triggering any claims for payment or damages on the part of the AHA. The contracting party's right of withdrawal shall lapse if they do not exercise their right of withdrawal with the AHA by the agreed date.

If the contracting partner withdraws or reduces the booking after the contractually agreed date for free-of-charge withdrawal, the following cancellation periods/costs shall apply:

- up to 30 calendar days: free of charge
- up to 14 calendar days: 50 %
- up to 7 calendar days: 75 %
- up to 3 calendar days: 90 % of the booking amount

## 5. Cancellation or changes to events

The AHA shall reserve the right to postpone or cancel in space and/or time a seminar/an event for reasons beyond its control (e.g. insufficient number of participants, unavailability at short notice or a lecturer falling ill without possibility of a replacement, force majeure).

The contracting party shall be informed of this immediately using the contact details provided in its registration. Should an event not be able to take place, the contracting party shall be refunded the fees already paid. The same shall apply if the contracting partner is unable to attend a rescheduled date for the event. All claims for reimbursement of travel and accommodation costs shall be excluded unless such costs are incurred due to intentional or grossly negligent conduct on the part of the AHA. Other claims on the part of the contracting party shall be excluded. The AHA shall reserve the right to change instructors or alter the schedule of events. The contracting party shall not be able to derive any claims e.g. for withdrawal from the contract or reduction of the fees.

## 6. Liability

Liability for damages shall be excluded unless damage results from intentional or grossly negligent conduct on the part of the AHA or persons commissioned by it. This shall not affect liability for injury to life, limb and health.

### 7. Copyright

All event documentation shall be protected by copyright. This shall also apply to documents and summaries compiled during the event. Any kind of duplication, passing on to third parties and other use that goes beyond the personal information of the participants shall require the prior written consent of the AHA or the lecturer responsible.

### 8. Data Protection

The contracting party shall be aware and agree that personal data required for staging the event will be stored by the AHA on electronic data media. The participant shall expressly agree to the collection, processing and use of personal data. The personal data stored shall of course be treated confidentially by the AHA. Collection, processing and use of the contracting party's personal data shall be carried out in compliance with data protection laws.

The contracting party shall have the right to revoke consent at any time with effect for the future. In this case, the AHA shall be obliged to immediately erase the personal data of the contracting party.

### 9. Side agreements

Side agreements shall be made in writing in order to be valid

### 10. Place of jurisdiction

The place of jurisdiction shall be Bonn insofar as the contracting party is a merchant or a legal entity under public law or a special fund under public law. The same shall apply if the contracting party of the AHA has no general place of jurisdiction in Germany or if the domicile or usual place of residence is not known at the time any legal action is initiated.

## Legal Notice

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