

ING Management Training Program

Development Activity	Supports Management Characteristic	Best Learning Method	Time to Achieve
<p>Priority 1 Know ING: Business Mastery Series for Managers Sessions aimed at helping ING managers/staff gain a better understanding of how each department contributes to the key operations needed to keep the business going and growing.</p>	<ul style="list-style-type: none"> • Internal Relationship Building • Organizational Flexibility • Process Improvements 	Customized classroom training presented by the managers for their respective areas. Hand-outs form a reference manual.	2 hours for each department.
<p>Priority 2 Persuasive Communications* Managers are able to:</p> <ul style="list-style-type: none"> • Communicate effectively with others. • Build trust. • Decrease time/energy on interpersonal friction. • Use negotiating skills on a daily basis. 	<ul style="list-style-type: none"> • Participative Leadership • Internal Relationship Building • Effective Communications 	Customized classroom training. Best led by outside facilitator.	2 consecutive days.
<p>Priority 3 Developing Effective Cost/Benefits* Managers are able to:</p> <ul style="list-style-type: none"> • Identify “before/after” costs associated with processes. • Quantify costs and benefits. • Develop alternative approaches. • Identify intangible costs/benefits. • Develop recommendations based on cost/benefit results. 	<ul style="list-style-type: none"> • Resource Management • Assess Costs, Benefits, Risks • Structure Solutions 	Customized program using training/reference manual with templates and job aides led by the CFO.	2½ hours.

*Requires non-training solution support to accomplish.