Human Skills



NEUMAN & ESSER

Corporate Learning & Development Solutions 2023–2025

NEUMAN & ESSER

Corporate Learning & Development Solutions 2023–2025



Stefanie Peters und Alexander Peters
Geschäftsführende Gesellschafter, NEUMAN & ESSER

Special thanks to Christian Mandelartz
for the trusting and successful
cooperation.

"Christian Mandelartz is open to ideas,
friendly and determined, and has a clear vision
of what NEA needs to develop its workforce."

Björn Tiebing
Human Skills lead trainer for NEA

Guided by Values, Driven by People

For more than 190 years, NEA has been shaped by what truly matters – continuity, knowledge, and, above all, people. The company's values – stability, sincerity, flexibility, loyalty, reliability, and fairness – are lived every day. They provide a sense of direction and belonging in a world that never stands still.

With its vision "Agile. Solution. Experts.", the company looks to the future with optimism and courage. It builds on generations of experience while embracing new ideas and technologies – transforming from a traditional mechanical engineering business into a forward-thinking provider of holistic solutions.

At the heart of this transformation are the people who make it happen. Their expertise, creativity, and entrepreneurial spirit breathe life into every innovation and strengthen the company's foundation as a family-run enterprise. The new NEA Learning & Development architecture continues this story. It creates space for curiosity, growth, and collaboration – helping everyone to keep learning, stay connected, and carry shared values into the future together.

Strategic partnership

This partnership is built on mutual respect, openness, and a shared passion for developing people.



NEUMAN & ESSER
NEUMAN & ESSER is a family-owned company with headquarters in Übach-Palenberg near Aachen and was founded in 1830. Today, more than 1,900 employees work in 30 engineering and service companies in 14 countries and 4 production sites in Germany and one in the USA. Its core business, Gas Generation and Compression Solutions (GCS), includes piston and diaphragm compressors as well as electrolyzers and steam reformers. Moreover, the portfolio of NEUMAN & ESSER covers the business segments Process Solutions and Energy Project Solutions.

The company's presence extends from Europe and the Americas to Asia and the Middle East with locations in Brazil, India, Korea and Australia among others. NEUMAN & ESSER's values such as stability, uprightness, flexibility, loyalty, but also reliability and fairness have accompanied the company for several decades. It forms the foundation of the corporate culture of NEUMAN & ESSER. They foster a working environment built on trust. Creativity and individual responsibility among employees are actively encouraged.

Human Skills
Human Skills is an international training company with a rich project history and a team with 30+ years of design and delivery experience in the training and development industry. The Munich-based organisation operates in over 40 countries and offers services in more than 20 languages.

Leading global organisations choose Human Skills as their strategic partner for holistic programs in the areas of leadership and sales, personal growth, communication, presentation, and transformation management. Measuring training impact is an integral part of all learning journeys that Human Skills designs and implements.

Together
Together, NEA and Human Skills co-create impactful corporate training programmes that shape and empower NEA's leaders, sales reps and talents. This partnership is built on mutual respect, openness, and a shared passion for developing people.

Working hand in hand, both sides benefit from the collaboration: NEA by equipping their employees with strong human and business skills, Human Skills by learning deeply about the company's unique culture, needs, and goals.

It is through such precious partnerships that real, lasting development becomes possible. It is a testament to what can be achieved when two partners align their strengths and expertise to build leadership that makes a difference.

It is through such precious partnerships that real, lasting development becomes possible.

Overview

Learning & Development initiatives



Page	Content
	Leadership
14	**Leadership Competences** Brazil, China, Germany, India, Italy, Thailand, UAE, USA
20	**Leadership Coaching** Germany, Italy, South Korea
22	**Learning Journey** Germany
	Sales
26	**Sales Excellence** Germany
	Communication
33	**Effective Communication** UAE, Thailand
34	**Media Training** Germany
	Design Thinking
38	**Think Forward** Germany
40	**The Team**

Leadership

Guiding teams with vision, trust, and impact.

Effective leaders understand and respond to the diverse needs of their teams, customers, and partners, while remaining true to NEA's values. By living NEA Leadership every day, they inspire collaboration, empower employees to act inde-pendently, and drive innovation. This approach ensures that leadership is not just a role, but a culture that shapes how we work together and deliver sustainable solutions worldwide.



Leadership Architecture
Global challenges

In view of the introduction of the NEA global competency model and the requirement to bring all leaders at NEA up to the same level, we faced a few challenges in developing and establishing a global leadership architecture:



Cultural relevance vs. standardisation
Balancing the global competency framework with local cultural norms, values, and leadership expectations (e.g. hierarchy, decision-making styles, communication directness).

Language and nuance
Differing interpretations of leadership vocabulary and behavioural descriptors can dilute learning effectiveness.

Consistency in training delivery
Ensuring training quality across countries with different local facilitators, learning environments, and levels of exposure to interactive or coaching-based training.

Performance alignment gaps
Leaders may not clearly see how the competency model links to their day-to-day priorities, performance evaluations, and local business goals.

NEA has developed and implemented the following core leadership programmes:
- Leadership Competences
- Leadership Coaching
- Learning Journey

NEA Competence model

NEA Personality	NEA Organisation	NEA Management	NEA Interaction
Live loyalty and integrety	Make and execute descisions	Take responsibility and show initiative	Communicate in dialogue
Going forward with motivation and commitment	Focus on the customer	Leading by example and empowering others	Confronting and resolving conflicts openly
Embody trust and reliability	Actively driving solutions and Innovations	Actively shape change	Cultivate a sincere feedback culture
Develop self-reflectively	Thinking and acting in a process-oriented way	Encourage team spirit	Treating each other with respect

Leadership Competences

The NEA Leadership Competences journey is a transformative ongoing leadership development programme, guiding participants through three essential areas of growth: leading oneself, leading others and leading into the future. Mastering these areas directly influences how leaders inspire their teams, drive collaboration, and shape a positive organisational culture.



Target group
All leaders, functional heads, department leaders

Objectives
- Empowering leaders to coach, develop, and retain talents within their teams, enhancing engagement and performance globally
- Embedding the global leadership competency model
- Strengthening strategic thinking: Enable leaders to think beyond local markets, understand global business dynamics, and align decisions with the broader corporate strategy
- Developing leaders' capabilities to lead change initiatives and foster innovation mindsets
- Aligning leadership behaviours with company culture and values

Format
The Leadership Foundation Journey is a one-year development programme designed to build essential leadership capabilities. It consists of three immersive, face-to-face modules – Personal Excellence, Executive Leadership, and Leadership Communication – each focused on cultivating core leadership behaviours and effective communication skills.

The journey is complemented by an annual 2-days module, Leadership Competences, which addresses real-world business challenges relevant to leaders across the organisation at the time.

Key features
Progressive structure:
The journey moves from foundational leadership behaviours (self-awareness, communication, executive presence) to increasingly applied leadership competences (team effectiveness, ownership, organisational impact).

Modular design with clear focus areas:
Each module targets a specific set of leadership capabilities, building systematically on the previous one.

Competency-based framework:
The design aligns with the NEA competency model, ensuring relevance to real-world leadership challenges and organisational goals.

Leadership foundation, modules 1–3
Description of modules

Module 1
Personal Excellence – weaves together three core areas of development: developing myself, working with others and communicating effectively. The powerful sessions stimulate, energise, and transform in an engaging and fun way. This module doesn't seek to 'correct' the participants, but to build on the strengths they bring to it and allow them to discover and add to their abilities in an intuitive and natural way.

Module 2
Executive Leadership – is designed to foster personal growth, strengthen leadership identity, and build essential skills for leading high-performing teams. Participants begin by cultivating a growth mindset and self-awareness, then learn to stabilise their leadership foundation through mindful productivity. The program emphasises building trust, motivating teams intrinsically, and managing diverse performance levels. Key leadership practices such as delegation, feedback, coaching, and peer consulting are developed to enhance collaboration and strategic problem-solving. The training concludes with a focus on cross-organisational networking and leading transformational change effectively.

Module 3
Leadership Communication – significantly enhances participants' ability to deliver their messages with impact and confidence. Through a structured format that includes seven individual presentations, video recordings, and dual-trainer feedback, participants will experience a dynamic and supportive learning environment. This training elevates professional communication skills in a practical, hands-on setting with expert guidance and constructive feedback.

Leadership competences, modules 4–7
Description of modules

Module 4
develops key leadership competencies through reflection, practical tools, and mindset shifts. It begins with a review of past learnings and current leadership challenges. Participants explore transformational leadership, agile thinking, and positive leadership styles to boost motivation and team engagement. The module also covers adapting leadership behavior, managing change with proven models, motivating teams for high performance, and using coaching techniques to address and improve individual performance. Overall, it equips leaders to lead with flexibility, clarity, and impact.

Module 5
focuses on strengthening essential human skills that enable leaders to connect, communicate, and lead with greater empathy and authenticity. It emphasises self-awareness, emotional intelligence, and active listening as core foundations for impactful leadership. Through practical sessions, participants learn to manage difficult conversations, build trust-based relationships, and handle ambiguity with confidence. The module also supports leaders in developing cultural sensitivity and navigating interpersonal dynamics in diverse and complex environments. Overall, it equips leaders with the human-centered capabilities needed for sustainable leadership impact in a global context.

Module 6
leaders engage in structured reflection and peer-based development to align their leadership approach with their team's needs and the competency model. The module begins with a self-assessment of what the team requires from the leader to succeed. This reflection forms the basis for identifying personal development goals as a manager. Through small group discussions and targeted peer counselling, participants explore how to effectively pursue their top three development areas. Peer exchange encourages shared learning, diverse perspectives, and deeper insight into individual leadership practices. The process reinforces accountability, collaboration, and continuous improvement.

Module 7
aims to foster an ownership mindset and establish it within teams. Participants reflect on and strengthen their sense of responsibility as leaders. They will be encouraged to initiate targeted improvements in efficiency within their own teams and areas. In addition, they learn to apply concrete tools and methods to enhance efficiency and practice proactive leadership. Real-life examples are used to support and deepen the learning experience.

Leadership Competences
Journey

Leadership Foundation

Module 1	Module 2	Module 3
Personal Excellence	**Executive Leadership**	**Leadership Communication**
F2F 3 days	**F2F** 3 days	**F2F** 2 days

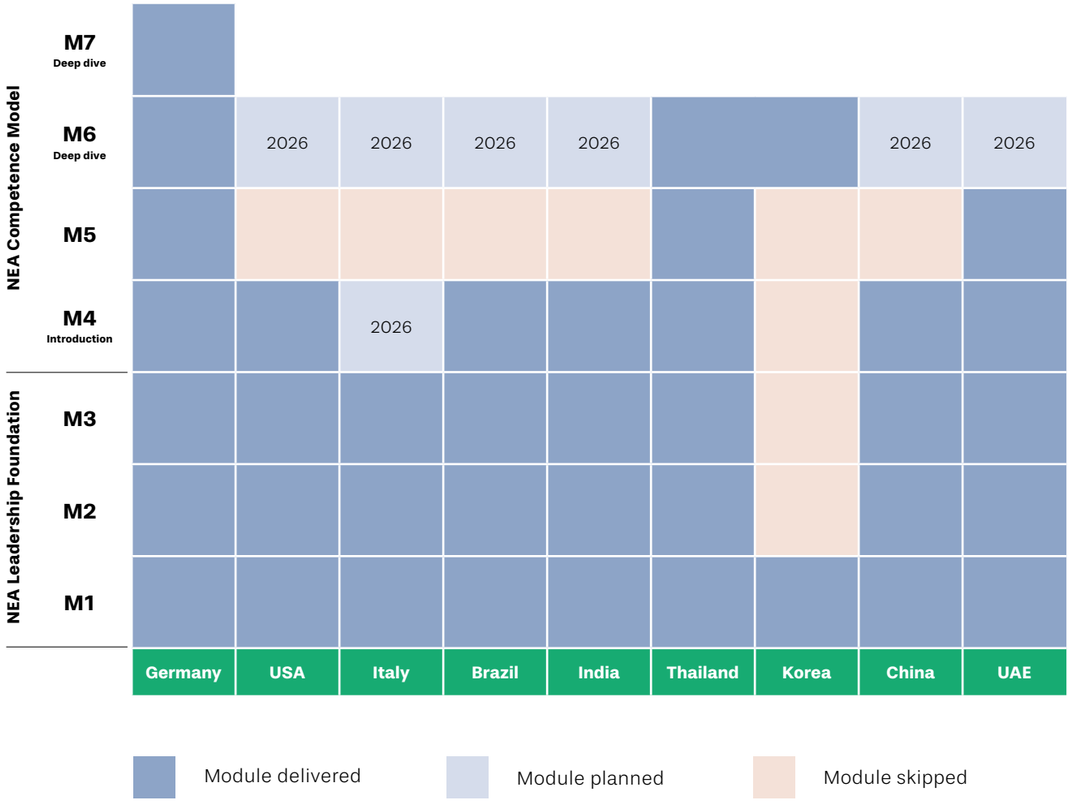
Duration 1 year

Leadership Competences

Module 4	Module 5	Module 6	Module 7
Leadership Competences	**Leadership Competences**	**Leadership Competences**	**Leadership Competences**
F2F 3 days	**F2F** 2 days	**F2F** 1,5 days	**F2F** 1,5 days

Annual in-depth topics

Leadership Competences
Global roll-out



The aim is for all NEA employees worldwide to reach a consistent level of knowledge and actively contribute to the new 2030 strategy.
From 2026 onwards, NEA and Human Skills will implement a unified global concept for leadership training, ensuring consistency and excellence across all regions.

Leadership Coaching

NEA Leadership Coaching is designed for leaders who are new to the NEA GROUP and want to strengthen their human-centric leadership abilities. The programme focuses on onboarding new leaders to NEA leadership behaviour and standards.

Target group
Experienced leaders new to NEA GROUP and in the process of integrating into its culture and ways of working

Objectives
Its main goal is to onboard experienced leaders joining the company to NEA leadership behaviour and standards, to empower them to grow in these critical competencies, and encourage them to empower their new teams.

Leaders gain a clear understanding of the content, structure, and impact of the global NEA Leadership Journey (modules M1–M3). They

- become familiar with relevant buzzwords, processes, and models.
- develop a forward-thinking leadership mindset.
- actively reflect on their own leadership role and impact.
- unlock and grow their personal leadership potential in a focused way.

Format
The programme combines individual coaching to address participants' specific needs with compact live-online leadership training.

Key features
Emphasis on self-reflection and awareness of one's own leadership role

Development of core competencies such as communication, empathy, conflict resolution, and decision-making

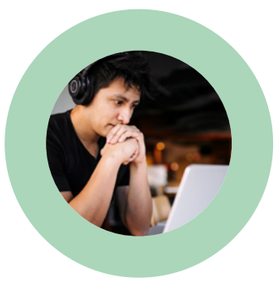
Individualised support for personal growth and handling leadership challenges

Scheduled group event



Leadership training compact
Live online
5 hours per cohort

Self-steered activity



Personal coaching sessions
Live online, 1:1
3 sessions per participant,
2 hours each

Overview
Programme phases

Starting point: Where am I now?
What are my current challenges as a leader? We collect individual focus topics to tailor the learning journey to our needs.

Self-awareness as a foundation
Insights Discovery assessment + 1:1 coaching (60 min, live-online)
Discover my personal profile, understand strengths and areas for growth – guided by an experienced leadership coach.

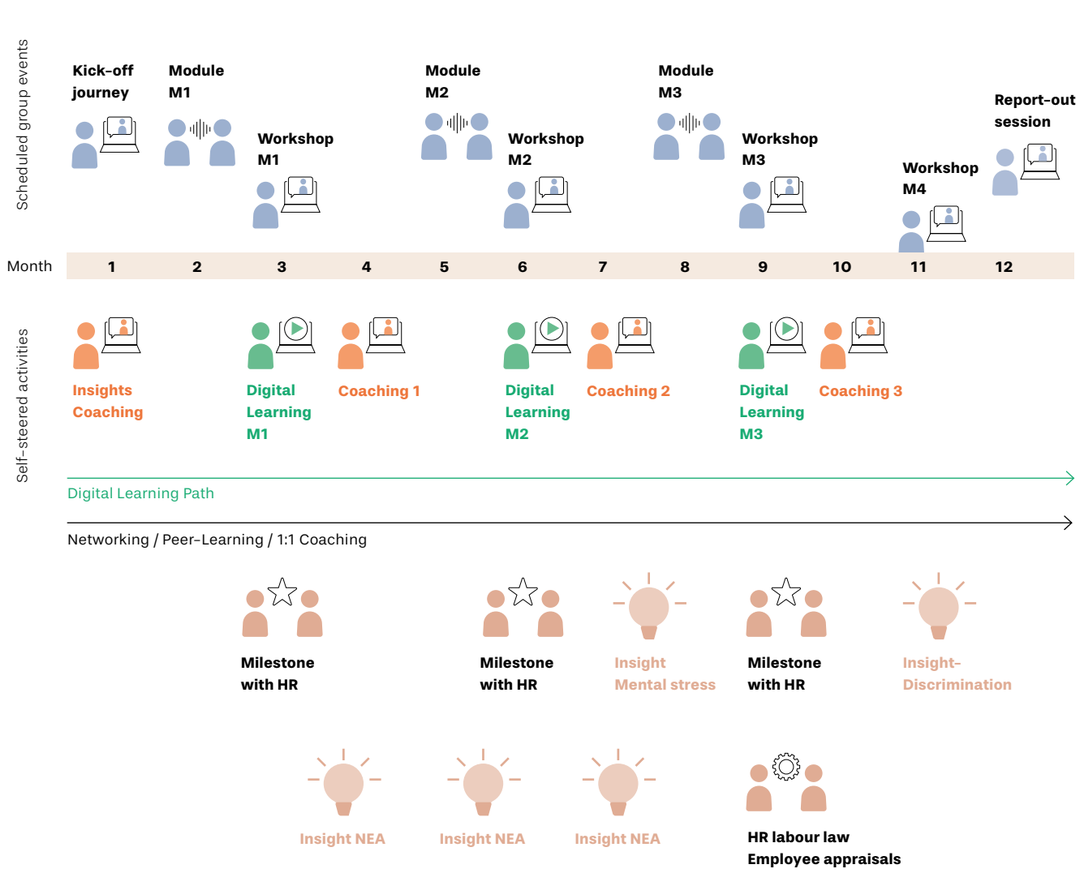
Compact learning experience
NEA Leadership Journey – compact training (live-online)
Introduction to key concepts, mindsets, and leadership models. Aligned with individual focus areas identified in the needs assessment.

Personalised development
1:1 coaching sessions (mandatory, live-online)
Ongoing reflection and application of learning content in my daily leadership practice – personal, impactful, and sustainable.

Learning Journey

The NEA Learning Journey offers young professionals a structured and engaging pathway to develop practical leadership skills, combining interactive learning formats and real-world application for sustainable leadership growth.

Learning Journey



Overview
Programme phases

Target group
High-potential employees
- identified as future leaders within the organisation.
- preparing for leadership roles through structured development.

Objective
Develop essential leadership competencies through a modern, practice-oriented learning experience; identify high-potentials in the team.

Format
Blended Learning, combining methods:
- Synchronous: In-person training sessions, live-online workshops, individual coaching, fireside chats, expert events
- Asynchronous: skill boosters, development journal, internal NEA content and tools

Key features
- Modular, aligned content that builds progressively
- Strong emphasis on self-reflection, peer learning, and practical relevance
- Focus on actionable leadership skills applicable to real-world business contexts

Kick-off and introduction
Welcome, orientation, and introduction to the learning journey and development goals.

Professional development – core modules
- Personal Excellence
- Leadership Excellence
- Presentation Excellence

Each module consists of one day of face-to-face training, one virtual workshop, eLearning and self-study.

Strategic skills – core workshops
- Business acumen
- Strategy and innovation thinking
- Decision-making

Virtual touchpoints
Online check-ins and live workshops to integrate learning into daily work

Fireside chat – expert session
Informal exchanges with senior leaders sharing real-life leadership stories and inspiration

Reflection and coaching
One-on-one coaching sessions focusing on individual leadership style and growth

Final wrap-up
Group reflection, consolidation of key takeaways, and celebration of progress with next steps

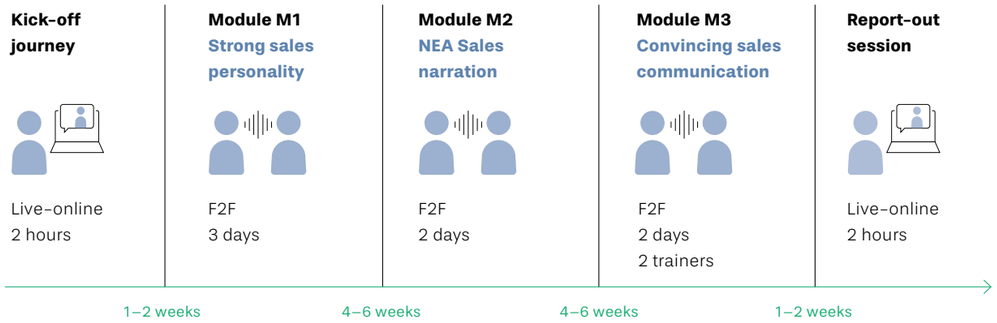
Sales

Empowering teams to sell smarter, build trust, and drive growth.

Effective sales professionals understand and respond to the diverse needs of their customers, partners, and markets, while staying true to NEA's values. By living NEA Sales principles every day, they build trust, foster long-term relationships, and create tailored solutions that deliver real value. This approach ensures that sales is not just a function, but a mindset that drives growth, strengthens partnerships, and contributes to NEA's success worldwide.



Sales Excellence
Scheduled group events





Sales Excellence
Global challenges

The Sales Excellence programme offers sales professionals a comprehensive and practical development journey, enhancing their sales personality, structuring their sales process, and improving communication skills.

Personalised coaching and alignment with NEA's competency model ensure sustainable sales success and stronger customer relationships.

Target group
Outside and inside sales professionals. Designed for teams aiming to strengthen strategic sales capabilities and transition from product/service selling to value-based selling.

Format
A multi-session face-to-face learning journey, with an internal module on the NEA sales strategy

Objectives
- Develop a structured and consistent sales approach
- Build trust-based, long-term customer relationships
- Improve sales performance, customer loyalty, and competitive advantage

Key features
- Integrated with the NEA Competency Model (trust, ownership, growth, collaboration) and NEA Sales Strategy.
- Getting to know other business units and promote cross selling.

Overview
Programme phases

Pre-training phase
Virtual kickoff, analysis meeting (90 minutes)
Core modules

Module 1
Strong Sales Personality
Focus on self-awareness, trust, motivation, and NEA values

Module 2
Structured Sales Process
delivered by NEA internally

Module 3
Convincing Sales Communication
Communication techniques, handling resistance, and persuasive messaging

Post-training
Pre-work Module 3 (stress management, preparation presentation)
Live-online report-out (90 minutes)
Optional: Individual coaching sessions on demand

A combination of live training courses – in person and online – as well as self-study and coaching provide the perfect mix of media for all learning types.

Communication

Strengthening connections to inspire, influence, and collaborate effectively.



Effective communication at NEA means understanding and responding to the diverse needs of colleagues, customers, and partners, while staying true to our values. By practicing NEA Communication every day, employees foster clarity, trust, and collaboration, ensuring messages are heard and understood. This approach makes communication not just a skill, but a culture that strengthens teamwork, builds relationships, and supports NEA's success worldwide.

Communication Architecture

NEA has developed and implemented the following core communication programmes:

Effective Communication

Media Training

> "The single biggest problem in communication is the illusion that it has taken place."
>
> **– George Bernard Shaw**

Effective Communication

The workshop Effective Communication focuses on enhancing participants' ability to manage and resolve workplace conflict through effective communication. Participants will develop skills in active listening, verbal and non-verbal techniques, and conflict resolution strategies to strengthen collaboration, trust, and team performance.

Target group
The workforce of a company

Format
A 2-day face-to-face training

Objectives
- Building awareness of personal communication styles and their impact
- Developing active listening and empathy to improve mutual understanding
- Strengthening verbal and non-verbal communication techniques
- Learning practical conflict resolution strategies
- Improving teamwork, trust, and productivity through clearer communication

Key features
- Interactive exercises – real-case discussions to practice communication under pressure
- Individual reflection – to understand personal communication habits
- Practical frameworks – tools for giving feedback, handling difficult conversations, and managing tension constructively
- Group learning – peer exchange and collaborative exercises to apply concepts in real team settings
- Immediate application – techniques designed for direct transfer to daily work situations

Media Training

The NEA Media Training programme offers comprehensive preparation for professional media appearances, strengthening participants' media skills – from body language and storytelling to delivering clear, impactful messages.

Target group
The programme is suitable for anyone who needs to present themselves professionally in the media, including:
- Entrepreneurs
- Press spokespersons
- Experts
- Managers from sales, marketing, development, or production

Format
Face-to-face, one-on-one sessions with a media expert

Objectives
The programme equips participants with the skills to communicate confidently and effectively in front of cameras and microphones. It is designed to help individuals deliver targeted, media-ready messages – whether representing a company, a product, or themselves – in an era where anyone can broadcast content online, not just traditional journalists or broadcasters.

Key features
- On-camera practice sessions recorded and reviewed together to build awareness and confidence
- Overview of today's media landscape and how journalists work
- Handling cameras and microphones, including teleprompter use (optional)
- Understanding technical basics of electronic media
- Storytelling – discovering and presenting anecdotes that effectively convey personal or organisational messages
- Developing key messages and wording (e.g., for crisis communication)
- Communicating clearly and confidently, even under pressure
- Real-time, detailed feedback on voice, tone, body language, and message clarity
- Tips on positioning, clothing, and make-up



Design Thinking

Empowering innovation
through empathy, collaboration,
and creative problem–solving.

Design Thinking at NEA means approaching challenges with creativity, empathy, and collaboration, while staying aligned with our values. By practicing Design Thinking every day, employees put themselves in the shoes of customers and partners, uncovering needs and generating innovative solutions. This approach ensures that problem–solving is not just a method, but a mindset that drives innovation, fosters collaboration, and delivers meaningful, sustainable results for NEA worldwide.



Think Forward

The NEA programme promotes solution-oriented thinking and action: the focus is on clear, solution-oriented communication, methods for rapid problem solving, the activation of resources and the removal of obstacles. Participants develop a solution-oriented mindset, strengthen their self-reflection and practise changing perspectives – especially from the customer's point of view. Creative techniques and future-oriented goals round off the learning objectives.

Target group
The programme is suitable for project managers and team leaders.

Format
Live-online, face-to-face

Objectives

Workshop for team leaders
As a team leader, you will gain confidence in guiding groups throughout the training. You will acquire practical tools to foster creativity, empathy, and problem-solving among participants. In addition, you will develop clarity regarding your role and responsibilities within the Design Thinking process, such as allocating groups, asking the right questions, maintaining focus, and documenting results.

Training for project managers
Through this programme, you will be introduced to solution-oriented thinking and action, enabling you to develop a more solution-focused mindset. You will strengthen your ability to reflect on yourself, shift perspectives, and view situations from the customer's standpoint. You will also learn to solve problems more quickly, set creative goals, and unlock your own resources while overcoming inner barriers.

Key features
- Solution-oriented thinking as a core competence
- Design Thinking as a structured methodology for problem-solving
- Team leaders actively engaged in the role of facilitator
- Strong focus on practical relevance and direct application in the workplace

Overview
Programme phases

Pre-Training
- Kick-off session (2 hrs, live-online): Introduction, objectives, and context
- Workshop for Team Leaders (half-day, live-online)

Training
- Think forward-training for project managers (1.5 days, face-to-face)

The Team

We are pleased to introduce the project and trainer team behind the NEA & Human Skills collaboration – organised by area of expertise, carefully aligned with each assignment, and recognised for outstanding quality and excellent client feedback.

Project management team



Christian Mandelartz
Leiter Human Resources, NEA



Margit Hirsch
CEO



Maja Janssen
Senior Manager Client Relations



Ulrike Peter
Project Manager

Sales trainer team



Swen Thiele
Germany



Björn Tiebing
Germany



Volker Grigg
Germany



Brigitte Goldschmid
Germany

Leadership trainer team



Isabela Sobreira
Brazil



Fabio Lisca
Italy



Gowan Guo
China



Thomas Häussler
South Korea, Thailand



Jason Steinert
USA



Björn Tiebing
Dubai, Germany



Sushanta Singha
India



Marvin Lamberts
Germany



Swen Thiele
Germany

Communication trainer team



Aysegul Erdemir Koc
Dubai



Soraya Jess
Thailand



Dominik Schott
Gemany

Design Thinking trainer



Angela Körner
Germany

Impressum

Human Skills
HSD hub GmbH
Einsteinstraße 174
81677 München
Germany

info@humanskills.com
humanskills.com

Bildnachweise
Page 1, 5, 6, 10, 14, 25: NEA Marketing
Page 13, 20, 25, 35: AdobeStock
Page 21, 35, 37: unsplash
Page 21, 28, 31: istock
Page 26, 40, 41: Human Skills



Human Skills
HSD hub GmbH
Einsteinstraße 174
81677 München
Germany

info@humanskills.com
humanskills.com