

# CERTIFICATE OF COMPLETION

This certificate confirms that Mr. Valeriy Tyugay from ABB Kazakhstan has successfully completed an MMP NEU – Middle Management Program North-East Europe consisting of the following base modules:

**Module 1 – Leadership within the ABB Middle Management** held 28.-30.09.2011 in Stockholm, Sweden

**Module 2 – Strategic-, Customer-, Market&Result orientation** held 06.-09.12.2011 in Bro, Sweden

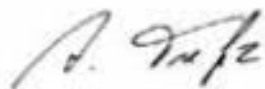
**Module 3 – Personal Leadership** held 14.-17.02.2012 in Helsinki, Finland

**Module 4 – Change Leadership** held 02.-04.05.2012 in Turku, Finland

With the following training content:

- Leadership: roles and meanings
- Human resource Management
- Strategy Development
- Client and Market orientation
- Diversity, Intercultural Sensivity
- Change Management, Organizational Development
- Communication, Management of Differences
- Controlling/Financial Management
- Building effectiveness as a Leader/Manager
- Teamwork, Collaboration

Learning & Development Central Europe (HR-LM)



Mannheim den 04.05.2012



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