

MILESTONES

Management and Leadership in evolution

MANAGEMENT SCHOOL ST.GALLEN ■
BETTER BUSINESS

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Management. You can read hundreds of thousands of books on the subject, and countless millions of websites. The more that appear, the less use they seem to be. So success isn't just the art of knowing what's important. It's also the ability to ignore what's useless. It's not just a talent for learning the right thing, but the ability to forget what's irrelevant or outmoded. Management School St. Gallen helps you and your organization learn these skills so that management is transformed into something even more valuable. Leadership.

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Management: Peter F. Drucker

Excellence is all about being able to focus on the essentials. For Management School St.Gallen this means not blindly following the latest trend. We prefer to pursue developments in management theory that make – and will continue to make – a deep and lasting practical impact: knowledge that gives greater security in a changing world.



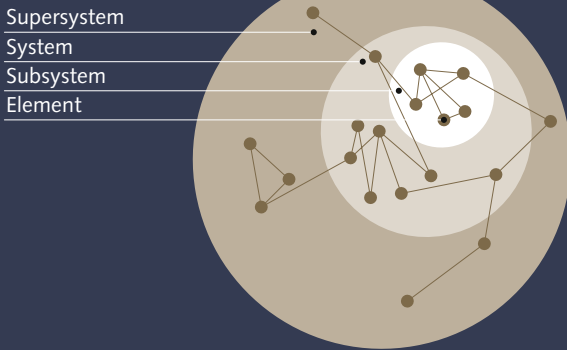
1967

Peter F. Drucker is father to a great many developments in management theory. The *New York Times* said it all when it described him as “the man who invented management.” Born in Vienna, after emigrating to the United States in the early 1940s Drucker embarked on a unique career as a management consultant, university professor, and author. In his book *The Practice of Management*, published in 1954, he pioneered the idea of management by objectives, which marked the epoch-making transition from authoritarian to objective-based management. Drucker’s language is as pithy as his views are farsighted, exemplified by the legendary quote “If you can’t measure it, you can’t manage it.”

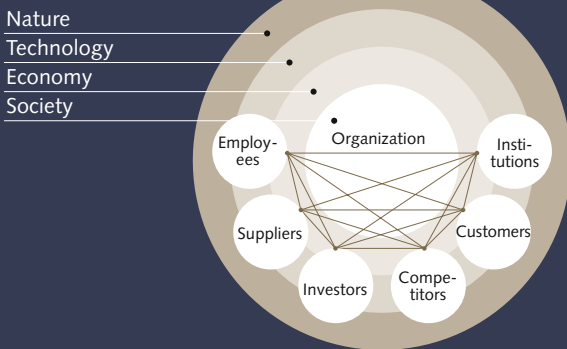
Management School St.Gallen

Fürstenlandstrasse 41
CH-9001 St.Gallen, Switzerland
Phone +41 71 222 51 53
office@mssg.ch, www.mssg.ch

Elements of systems theory



Organizational environments

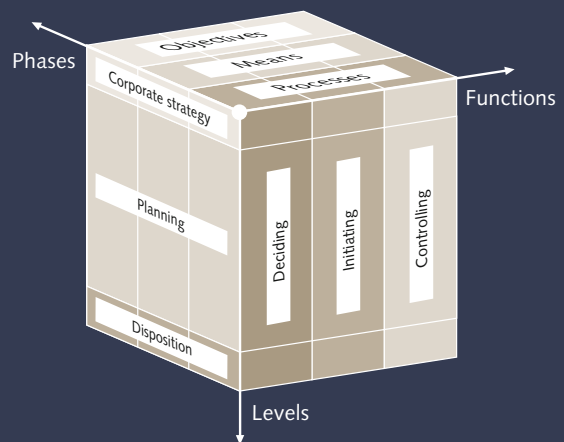


The St.Gallen "management cube"

The highest level, corporate strategy, comprises the fundamental, long-term decisions made for the organization in its entirety.

The planning level involves deciding on long, medium, and shorter-term objectives and measures for all areas of the organization.

The disposition level is where decisions and arrangements with a direct bearing on implementation are made.



1972

The publication of the "St.Gallen Management Model" by Hans Ulrich and Walter Krieg in 1972 marked the beginning of a success story that continues to this day. The St.Gallen Management Model was developed on the basis of systems theory and cybernetics to create an integral framework for explaining organizations and all their complex interrelationships and diverse environments. At the heart of the model is a "management cube" representing the entire structure of business decisions in three dimensions. The cube allows a more realistic understanding of management functions and thus enables these functions to be taught and dealt with more effectively in practice.

Dimension 1: Corporate strategy

Highest level comprising the fundamental, long-term decisions made for the organization in its entirety.

Dimension 2: Corporate planning

Level involving decisions on long, medium, and shorter-term objectives and measures for all areas of the organization.

Dimension 3: Disposition

Level where decisions and arrangements with a direct bearing on implementation are made.

Application: Fredmund Malik



Integration: Knut Bleicher



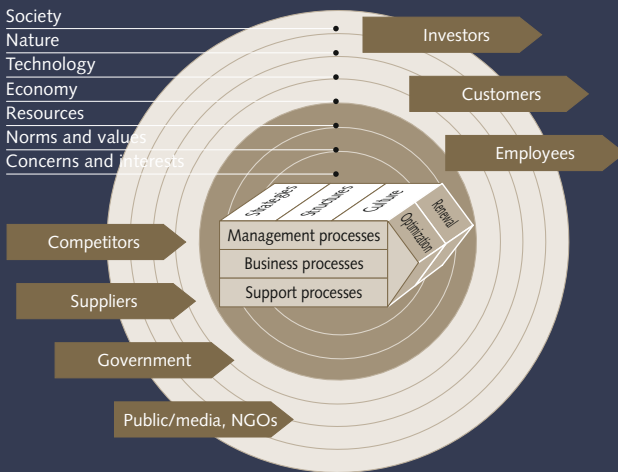
1981

The main key to the success of the St.Gallen management framework is the fact that it can be applied directly. Early on, specialized institutes including Management School St.Gallen began working alongside the University of St.Gallen (HSG) to apply the research done by Hans Ulrich and Walter Krieg in practice. One of the pivotal figures in this process has been Fredmund Malik. In 1981 he published an integrated management system that enhanced the original model in two respects: by integrating corporate and employee-related components, and by differentiating between short- and long-term impact.

1991

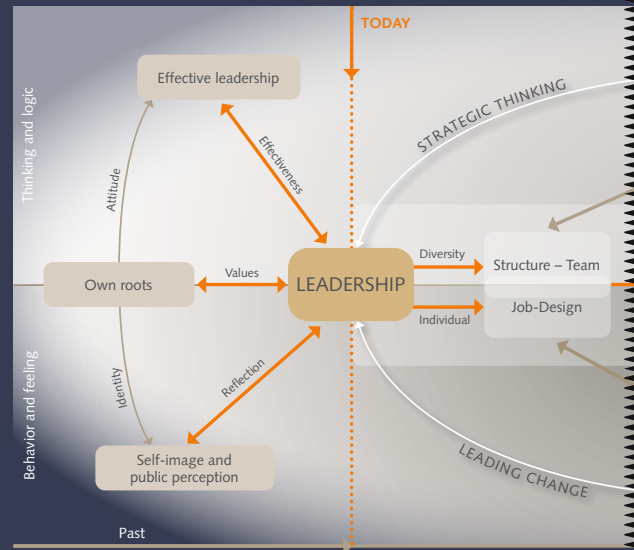
Around twenty years after the appearance of Ulrich and Krieg's St.Gallen Management Model, Knut Bleicher built on their work to create his widely acclaimed "St.Gallen Management Concept." He expanded on the original systems-oriented framework to create a management concept integrating horizontal components (structures, activities, and behaviors) and vertical components (normative, strategic, and operative management) to reflect distinct phases of corporate development. The model helps managers visualize key management questions more clearly, discuss them in a structured form, and provide answers that specifically address their organization's situation.

Expansion: Johannes Rüegg-Stürm



- Stakeholders
- Environmental spheres
- Modes of development
- Processes
- Issues of interaction
- Configuring forces

Adaptability: Meinrad Arnold



www.mssg.ch/transform

2002

In 2002 Johannes Rüegg-Stürm published the "New St. Gallen Management Model." Its novelty lies less in any individual insights than in its success in effectively bringing together older and more recent insights within a single, consistent model. In particular, the new model enhances Ulrich and Krieg's and Bleicher's proven approaches by taking account of the importance of process management and constant renewal and optimization, and by including concrete fields of interaction – resources, norms and values, and concerns and interests – that reflect the interplay between the organization and its environment.

Today

The world is becoming increasingly complex and the St. Gallen model develops its full potential. In 2019, the TRANSFORM! model was launched and introduces two key innovations. For managers and employees, personal influencing factors such as identity, emotions and life concepts are added. In addition to strategic thinking, the elements of transformation and change culture are placed, which have a long-term effect on the company. Sustainability, authenticity and purpose find their way into the St. Gallen model. Apparently contradicting dimensions are now linked.

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