

IME

INTERNATIONAL
MANAGEMENT
EDUCATION

e ENGLISH PROGRAM

MANAGEMENT SCHOOL ST.GALLEN ■
INTERNATIONAL PROGRAMS
2024

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Leadership Development begins in St.Gallen

Do you want to lead the skills of your managers and employees into the future in a systematic way? We understand how to recognise potential clearly and promote management and leadership skills in such a way that the development of the organization and its people are mutually reinforced.

Excellent managers are the most valuable resource in your business, and enhancing their competencies, knowledge and engagement a decisive factor in determining the success of the business. Our St.Gallen Leadership Development Programs offer a foundation which is as reliable as it is practical, by offering an intelligent combination of profile modules with sustainable transfer solutions.

Personal consultation

Do you have questions about our inhouse seminars and training programs? Stephanie Kropf will be delighted to provide a consultation or customized offer:

s.kropf@mssg.ch
Phone +41 (0)71 222 51 53

Whether you're preparing your high-potential staff for future management roles, developing a unified understanding of leadership among your senior managers or equipping yourself with transnational qualifications within the framework of a Global Development Program – we will work with you to develop the right program for every stakeholder group and staff level.

Managing Business

Personal Excellence – Personal Performance

Executive Leadership

St.Gallen Management & Leadership Program

Finance for non-financial managers

Managing Business

Understanding the challenges of developing business. Managing Business gives you the skills to make far-sighted decisions between the conflicting priorities of market opportunities and company strengths. Strategic planning will lead you faster and safer to future success.

Management is responsible for securing the future success and thus the long-term economic viability of an organization. This is a question of strategic conceptualization. Company-specific strategies can be defined only between the poles of strategy, structure, culture and processes. Besides the ability to manage complexity, knowledge of the influencing factors of financial power, organizational structure and company culture is absolutely essential. The quality of an organization's management is indicated by long-term results and successful strategy implementation. It is not the vision itself that is critical, but its realization and implementation. This seminar follows a consistent approach: to impart knowledge, concepts and tools which are already tried and tested and can be directly put into practice.



Further information, dates and registration.
www.mssg.ch/managing_business

Dates 2024

1. Seminar Date
25.–27.3.24, St.Gallen

2. Seminar Date
28.–30.8.24, St.Gallen

3. Seminar Date
16.–18.10.24, St.Gallen

Duration

3 Days

Participant Fees

CHF 4'800 | EUR 4'800

All seminar events are exempt from VAT.

Target group

This program is geared to members of senior management, executives and down the line, who are involved in strategy projects and will be increasingly responsible for questions of strategy in the future.



PROGRAM CONTENTS

With an experienced coach and a powerful group of peers you can expect to work on the following topics:

Business management

- Defining the basic direction: Vision and mission for corporations, businesses and departments

Top Management Perspective

- The playground: Individuals, organizations, corporations, businesses and departments

The integrated St.Gallen management approach

- The company navigation system.
- Levels of strategic and operative management

Strategy radar

- Health Check: Strategy radar for corporations, businesses and departments

Strategy development process

- Getting into action: How to define a strategy development process

Implementing strategy

- Key features of strategy controlling and how to link strategies to annual objectives and to the annual (financial) planning cycle

How to deal with the future

- Operative mid- and long-term planning, strategic planning, forecasts and scenarios
- Dealing with the unknowable
- Scenario technique

New target groups, new markets

- Between grey surfers and digital natives
- New target groups in the digital age

Customer orientation

- From a buzz word to a more structured understanding of the concept
- Customer oriented innovation, management, and cost structures

Knowledge Transfer

- Q&A/experience exchange session
- web session to secure transfer process 4–6 weeks after seminar

OPTIONAL

- Individual coaching on managing the own department

ST.GALLEN MANAGEMENT & LEADERSHIP PROGRAM

The seminar is part of our three-part program:

MODULE I

Personal Excellence

Personal Excellence actively encourages you to change your personal perspective on others and on yourself. This gives you the opportunity to self-reflect more deeply in order to get to know yourself better and to be able to communicate and to use your strengths and talents in a more targeted way.

MODULE II

Executive Leadership

Stop and take stock of your leadership journey so far, assess where leadership is going in the digital age and construct your own individual development path for the future. With an experienced coach and a powerful group of peers you will enhance your leadership skills.

MODULE III

Managing Business

Managing Business gives you the skills to make far-sighted decisions between the conflicting priorities of market opportunities and company strengths. Strategic planning will lead you faster and safer to future success.

FURTHER INFORMATION:

www.mssg.ch/management_leadership



KNOW-HOW-UPDATE

Negotiation Principles of St.Gallen
Problem Solving – Decision Making

www.mssg.ch/corporate/negotiationprinciple_e

Personal Excellence

Develop personal potential and charisma. Personal Excellence actively encourages you to change your personal perspective on others and on yourself. This gives you the opportunity to self-reflect more deeply in order to get to know yourself better and to be able to communicate and to use your strengths and talents in a more targeted way.

Self-image and projected image in harmony: how managers can critically assess, systematically influence and selectively employ their impact on staff and customers. The program is to a large extent shaped by the different forms of interaction. Personal charisma has a different impact on different groups of people. As a consequence, individuals can only express themselves through their image, culture, mimicry and intonation in a number of different groups and assuming a multitude of roles, postures and gestures. A manager does not simply have to accept how others perceive him or her – he or she can actively influence and steer these perceptions. Managers should reconcile the expectations that the people they encounter place in them and their role with their own personal qualities. The personal excellence program helps them to analyze and revise well-worn behavior patterns and turns them into charismatic leaders, even in exceptional situations.



Further information, dates and registration.
www.mssg.ch/personal_excellence



PROGRAM CONTENTS

With an experienced coach and a powerful group of peers you can expect to work on the following topics:

Focus on strengths

- Personality profile
- Where do your true strengths lie?
- Which talents should you develop?
- How to deal with different profiles

Personal impact

- Body awareness and vocal training
- Versatility of expression
- Presence and power of performance
- Enhancing presentation skills
- Storytelling

Self-leadership

- Self-reflection and self-awareness.
- Transactional analysis
- Identifying and working on obstructive beliefs
- Handling pressure, opposition and stress

Communication and conversational skills

- Principles of successful communication skills
- Active listening
- Dealing with difficult conversations

Developing spontaneity

- Thinking on your feet
- Speeding up your reaction time
- Improvisation and quick wittedness
- Quick responsiveness

My contribution to the whole

- Personal development plan
- Recommended complementary activities

KNOWLEDGE TRANSFER

- Q&A/experience exchange session
- web session to secure transfer process 4–6 weeks after seminar

OPTIONAL

- Individual coaching to develop personal skills

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MODULE II

Executive Leadership

Stop and take stock of your leadership journey so far, assess where leadership is going in the digital age and construct your own individual development path for the future. With an experienced coach and a powerful group of peers you will enhance your leadership skills.

MODULE III

Managing Business

Managing Business gives you the skills to make far-sighted decisions between the conflicting priorities of market opportunities and company strengths. Strategic planning which will lead you faster and safer to future success.

FURTHER INFORMATION:

www.mssg.ch/management_leadership



KNOW-HOW-UPDATE

Leading Change
Successfully Managing Instability
and Transformation

Executive Leadership

Develop your individual leadership personality. Stop and take stock of your leadership journey so far, assess where leadership is going in the digital age and construct your own individual development path for the future. With an experienced coach and a powerful group of peers you can expect to work on the following topics:

Today's working environment is extremely complex, and its cycles of change are getting shorter and shorter. The ability to influence people, arouse their enthusiasm and to steer them through a complex world and times of turbulent change is called leadership. The aim is to empower people to think and act independently and in alignment with the organization's vision and objectives. Leaders must continuously develop their own leadership qualities to meet these ever-growing challenges. People with managerial responsibility gain effectiveness and impact when they are familiar with the mechanisms of complex, living systems. Based on this knowledge, leaders can skillfully influence their environment and spheres of activity.



Further information, dates and registration.
www.mssg.ch/executive_leadership



PROGRAM CONTENTS

With an experienced coach and a powerful group of peers you can expect to work on the following topics:

Leadership values

- Personal leadership values and aspirations, stability and resilience

New insights on old stories

- Useful neuroscience for personal growth, understanding behaviour and motivation

New demands and challenges

- Modern definition of leadership. Breaking down old thinking patterns
- The effects of digitalization, social trends and "New Work"

High performance (agile) teams

- Designing collaboration constructively, leading self-organizing and agile teams, working on team development

Leading and supporting transformation successfully

- Growth mindset, developing new habits, culture change and change leadership

Courage and responsibility

- Handling responsibility
- Appetite for risk and entrepreneurship

Empowerment

- From superior to sparring partner, developing coaching competence, having high value conversations

Employee development

- The leader's role, giving rich feedback, delegation
- Methods and tools
- Knowledge Transfer

Q&A/experience exchange session

- web session to secure transfer process 4–6 weeks after seminar

Optional

- Individual coaching to develop leadership skills

ST.GALLEN MANAGEMENT & LEADERSHIP PROGRAM

This seminar is part of our three-part program:

MODULE I

Personal Excellence

Personal Excellence actively encourages you to change your personal perspective on others and on yourself. This gives you the opportunity to self-reflect more deeply in order to get to know yourself better and to be able to communicate and to use your strengths and talents in a more targeted way.

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Executive Leadership

Stop and take stock of your leadership journey so far, assess where leadership is going in the digital age and construct your own individual development path for the future. With an experienced coach and a powerful group of peers you will enhance your leadership skills.

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Managing Business

Managing Business gives you the skills to make far-sighted decisions between the conflicting priorities of market opportunities and company strengths. Strategic planning which will lead you faster and safer to future success.

FURTHER INFORMATION:

www.mssg.ch/management_leadership



KNOW-HOW-UPDATE
Intercultural Leadership
Leading teams beyond borders



St.Gallen's Management & Leadership Program

What challenges will managers be faced with in the future, and how can these be met? Our Management & Leadership Program answers these questions. Together we will embark on a learning journey that will support you to develop as a person and thus as a leader.

More than ever, managers need a reliable navigation system to refine their skills. This requires, on the one hand, an integrated body of knowledge which provides security during periods of change, and, on the other hand, an efficient set of tools with which to apply this knowledge. The program provides this navigation system with topics ranging from strategic competence to leadership skills, cultural transformation and personal excellence. The modules of the three-part program are based on St.Gallen's management teaching principles, combined with current management approaches. The program also focusses on analyzing and developing your own leadership personality and management behavior. It includes a high level of self-reflection of the own leadership role. The skills you acquire will allow you to refine your personal and social competencies and integrate these into goal-oriented leadership strategies.



Further information, dates and registration.
www.mssg.ch/management_leadership

Dates 2024

The order of the modules can be changed.

Date options module 1
25.–27.3.24, St.Gallen
28.–30.8.24, St.Gallen
16.–18.10.24, St.Gallen

Date options module 2
10.–12.4.24, St.Gallen
19.–21.6.24, St.Gallen
11.–13.11.24, St.Gallen

Date options module 3
16.–18.9.24, St.Gallen
25.–27.11.24, St.Gallen

Duration

3 x 3 Days

Participant Fees

- Program CHF 12'500 | EUR 12'500
- with Certificate CHF 14'500 | EUR 14'500
- with Diploma CHF 17'800 | EUR 17'800

All seminar events are exempt from VAT.

Target group

Leaders who would like to optimize their leadership and management competencies holistically.

PROGRAM CONTENTS

MODULE 1 Managing Business

Managing Business gives you the skills to make far-sighted decisions between the conflicting priorities of market opportunities and company strengths. Strategic planning which will lead you faster and safer to future success.

Business management

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Top Management Perspective

- The playground: Individuals, organizations, corporations, businesses and departments

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New target groups, new markets

- Between grey surfers and digital natives
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Customer orientation

- From a buzz word to a more structured understanding of the concept
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MODULE 2 Personal Excellence

Personal Excellence actively encourages you to change your personal perspective on others and on yourself. This gives you the opportunity to self-reflect more deeply in order to get to know yourself better and to be able to communicate and to use your strengths and talents in a more targeted way.

Focus on strengths

- Personality profile
- Where do your true strengths lie? Which talents should you develop?
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Personal impact

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Communication and conversational skills

- Principles of successful communication skills
- Active listening
- Dealing with difficult conversations

Developing spontaneity

- Thinking on your feet
- Speeding up your reaction time
- Improvisation and quick wittedness
- Quick responsiveness.

My contribution to the whole:

- personal development plan
- Recommended complementary activities

MODULE 3 Executive Leadership

Stop and take stock of your leadership journey so far, assess where leadership is going in the digital age and construct your own individual development path for the future. With an experienced coach and a powerful group of peers you can expect to work on the following topics:

Leadership values

- Personal leadership values and aspirations, stability and resilience

New insights on old stories

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Empowerment

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Employee development

- The leader's role, giving rich feedback, delegation
- Methods and tools

Finance for non-financial managers

A high-level introduction into corporate finance. Rarely any management function is actually non-financial. By knowing the most important concepts and instruments of finance and accounting, you will not only have a more efficient dialogue with financial experts, you will also contribute to increase the company's overall value.

The economic uncertainties of today's world make it imperative for non-financial managers to be able to communicate with those working in finance and accounting. Moreover, they need a firm understanding of the financial consequences of business decisions. In addition, with high volatility in financial markets and shrinking margins, executives need to be aware of how investment and funding decisions can affect the value of the company. Our training provides participants with the necessary tools and knowledge to understand the financial consequences of business decisions and enables managers to communicate effectively with those in finance and accounting positions. Participants will leave the course with a new ability to integrate the financial view into their business decisionmaking, thereby ensuring a sound financial basis for their strategic planning.



Further information, dates and registration.
www.mssg.ch/finance_introduction



PROGRAM CONTENTS

Are you able to interpret financial reports and make decisions based on the data they provide? Can you demonstrate your ROI to your boss? Can you draw up an accurate budget? Can you justify your ideas in financial terms?

KEY BENEFITS

Enhanced knowledge, tools and teamwork

Participants of the Finance Masterclass will ...

- acquire a firm understanding of the principles of corporate finance
- learn how to «think finance» and translate performance into financial terms
- enhance the value to the organization by cultivating proactive working relationships with finance professionals
- acquire a sound basis for decision-making
- expand their professional expertise

Financial accounting and ratio analysis

- key financial statements: income statement, balance sheet, retained earnings statement, cash flow statement
- evaluation of financial statements: interpretation, common traps and misunderstandings
- financial ratios and cash flow forecasting
- performance measures and key indicators
- basics of international accounting: IFRS/ IAS/ GAAP: US, UK, Germany, Switzerland
- process and key elements of financial planning

Management accounting and investment decisions

- common methods used to analyse investment alternatives
- risks of an investment decisions
- total cost of ownership vs direct costing
- contribution margin vs break-even calculations
- cost/ revenue analysis
- budgeting

KNOWLEDGE TRANSFER

Q&A/experience exchange session
web session to secure transfer process
4–6 weeks after seminar.

OPTIONAL

Individual coaching to deepen the company specific knowledge.

Corporate finance and value-based management

- the company and its surrounding markets, clients and stakeholders
- basic principles of value management
- interpretation and measurement of the cost of capital
- analysis and influence of the economic value added
- methods for evaluating a company
- creation and use of a realistic and reliable valuation model

Efficient dialogue with financial experts

- meaning behind directives from finance and general management
- better understanding – better communication
- necessary information exchange between finance and management functions

KNOW-HOW-UPDATE

Managerial Effectiveness
Managing – Performing – Living
Your toolbox for successful management

www.mssg.ch/corporate/effectiveness_e



Selection of our Corporate Programs

www.mssg.ch/international



LEADING CHANGE

Successfully Managing Instability and Transformation

Chances, challenges, and change: How managers and project leaders can use the latest findings from organizational psychology to bring about effective transformation

How can organizations be analyzed, diagnosed and systematically influenced? Successful change management always is a matter of making the right assumptions and choosing the right approaches. We draw on the latest research findings and our own experience working with leading large and medium-sized enterprises to impart fresh know-how on managing change. We elucidate and discuss current change management methodologies, and highlight practical criteria for defining the most suitable approach in any given situation. After the seminar, participants will have a reliable overview and a good understanding of state-of-the-art change management solutions.

FURTHER INFORMATION

www.mssg.ch/corporate/leadingchange_e



INTERCULTURAL LEADERSHIP

Leading teams beyond borders

Different countries, different manners, different leadership: How to understand yourself and others better when leading internationally. How to succeed across cultures.

In times of global organizations and international workforces, gaining intercultural competencies will become a crucial requirement to succeed professionally. Leaders and project managers mingle with customers, partners and employees who expect fundamentally different outcomes from negotiations, cooperation and leadership behavior, team processes and human resource management. Being aware of these differences and handling them creatively often determines the success or failure of foreign operations. Through applied exercises, this training helps participants build awareness of their own cultural imprinting. By means of many international case studies the group reflects on how to collaborate with people from other cultures.

FURTHER INFORMATION

www.mssg.ch/corporate/intercultural_leadership_e



NEGOTIATION PRINCIPLES OF ST.GALLEN

Problem Solving – Decision Making

Using methodology for closing: How executives and their staff can create a more successful internal and external negotiation process that enhances conscious planning, argumentation and dialogue.

Executives face negotiation on a constant basis. Still, some try to gain an advantage over their counterparts by haggling or using other deceptive tactics. Successful negotiators and facilitators, however, do not seek a quick or one-time gain. Rather, they persuade their opponent and strengthen the foundation for a lasting collaboration. The Negotiation Principles of St. Gallen were developed from insights gained through numerous negotiation and mediation talks within the economic and political arenas as well as in the fields of sales and purchasing. Today, it is one of the most successful methods of cooperative negotiation.

FURTHER INFORMATION

www.mssg.ch/corporate/negotiationprinciple_e



MANAGERIAL EFFECTIVENESS

Managing – Performing – Living Your toolbox for successful management

Being a manager is a profession without any formal training – Learn here how to manage complex challenges effectively and still keep the personal life in balance.

What do effective managers do? In times of international organizations and collaborations on the one hand and high turnover rates on the other hand, managers search for ideas and concepts to manage more effectively. Information and knowledge are not only the most important resources in the future but also a key issue of professional management. Therefore reflecting on the leader's role is important. "Managerial Effectiveness" shows the tools, tasks and principles of effective management. The overall goal of the program is that managers know what to do to be effective, how to do it and how to sustain their effectiveness.

FURTHER INFORMATION

www.mssg.ch/corporate/effectiveness_e

St.Galler Corporate Programs

St.Gallen, tailor-made



INHOUSE SEMINARS & TRAININGS

**Achieving learning objectives.
With perfect precision.**

For your company training, do you want to avoid standard solutions in favor of practice-oriented programs and teaching modules, whose content, format and methods reconcile business targets and personal goals? St.Gallen has the answer.

www.mssg.ch/en/corporate_seminars



LEADERSHIP DEVELOPMENT

**Building talents.
Not by chance.**

Which new skills do your managers and staff need to enhance? Recognizing and fostering potential is a pre-requisite for the ideal development of a business and its people. Our St.Gallen Leadership Development Programs provide a reliable and practical foundation on which to do so.

https://www.mssg.ch/en/leadership_development



PERSONAL COACHING & EXECUTIVE SPARRING

**Making people stronger.
One-to-one.**

Do you want to raise the bar when it comes to your employees' strengths? Whether mentoring managers or entire teams: our coaches are committed to pointing your business and staff in a clear direction – one which is of maximum benefit to everybody.

www.mssg.ch/en/corporate_coaching



CORPORATE CONFERENCES

**Sharing expertise.
With passion.**

Do you want to transform your business event into an inspiring platform for knowledge and dialogue? We can help you put your key messages into the right format for attendees, thereby creating an intelligent link between knowledge management and relationship management.

www.mssg.ch/en/corporate_conferences



VIRTUAL EDUCATION PROGRAMS

**Creating new learning worlds.
Step by step.**

With more than 30 years of success in management training the Management School St.Gallen has designed a well-selected online program. From short knowledge impulses to comprehensive qualifications: our virtual education programs are tailored to your needs. In all training formats we combine networked learning with a change of perspective and personal reflection.

www.mssg.ch/en/corporate



KEYNOTES & IMPULSE EVENTS

**Set impulses.
Live on Site.**

Enhance your expertise with new and stimulating ideas. In our short events, experts from research and business offer you a long-term understanding of significant developments, thereby helping you to recognize new perspectives. Whether for an hour or a whole day, whether a keynote speech or an interactive workshop: our Impetus Events are a sustainable highlight and offer genuine opportunities for dialogue and networking with like-minded colleagues.

www.mssg.ch/en/corporate_impulses



Tailored to move forward

The way we acquire knowledge is as unique as we are ourselves. Our Corporate Programs offer a broad spectrum of company-specific modules and formats. Not just the program content but also the methodology is tailor-made to your requirements. Our company-specific services range from classic seminars through specific, knowledge-based impetus events to leadership development programs. We are the right people to work with on training concepts and conference formats, with integrated services ranging from A to Z.

Personal consultation

Do you have questions about our Corporate Programs? Stephanie Kropf, Program Director, will be delighted to provide a consultation or customized offer.

s.kropf@mssg.ch
Phone +41 71 222 51 53

COMPANIES NEED MORE YES-MEN AND YES-WOMEN*

*As long as their yes is future-driven

People who say yes to challenges • Yes to crazy ideas • Yes to invigoration • Yes to curiosity • Yes to self-belief • Yes to trying things out • Yes to 'Why not?' • Yes to 'Now more than ever!' • Yes to digital nomads • Yes to new projects • Yes to open-mindedness • Yes to a hunger for knowledge • Yes to action • Yes to ambition • Yes to collaboration • Yes to ingenuity • Yes to decisions • Yes to the extraordinary • Yes to role models • Yes to sustainability • Yes to 'Now', not 'One day.' • Yes to questioning • And seeking answers • Yes to an honest 'no' • Yes to tenacity • Yes to getting things done • Yes to saying 'yes' • Yes to a stronger backbone • Yes to getting going • Yes to more success • Yes to more purpose • Yes to extra performance • Yes to your own role

Yes to fast-forward thinking

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