

AREA OF COMPETENCE

LEADERSHIP DEVELOPMENT

**Building talents.  
Not by chance.**



MANAGEMENT SCHOOL ST.GALLEN ■  
CORPORATE PROGRAMS

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## Leadership Development begins at 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.

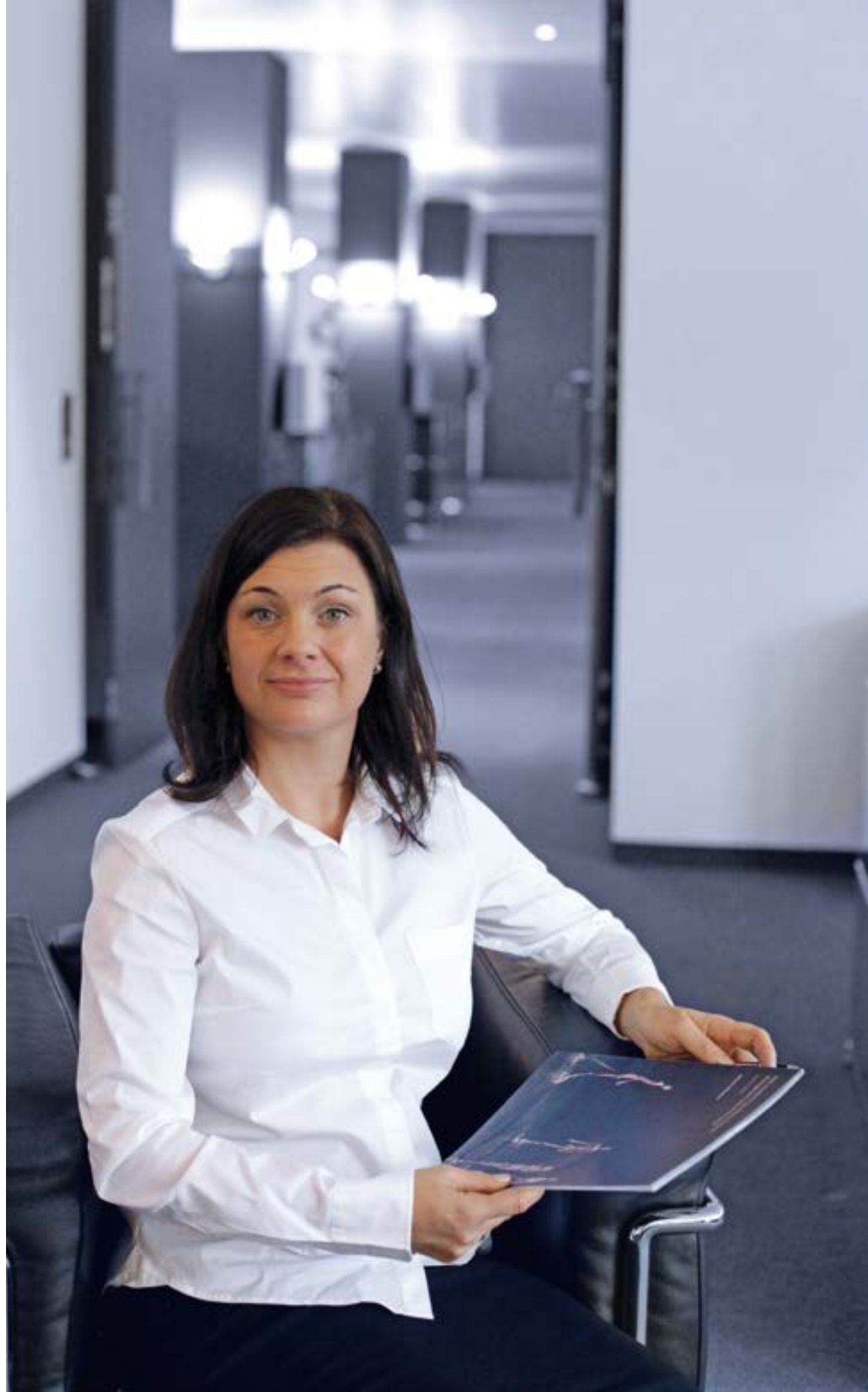
Excellent managers are the most valuable resource in your business, and enhancing their competencies, knowledge and engagement a decisive factor in determining the success of the business. Our St.Gallen Leadership Development Programs offer a foundation which is as reliable as it is practical, by offering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

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.

### Personal consultation

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

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



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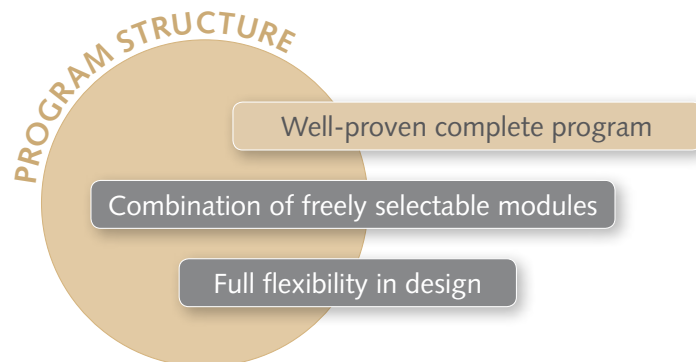
# St.Gallen's Leadership Development Programs

## Philosophy and success factors of Leadership Development Programs

Our leadership development programs fit like a glove. Far from a single blueprint, our response to the special wishes and requirements of businesses and managers is wholly individual. We ensure today that your staff development is equal to the demands of tomorrow. We define the program content, aims and methods that will lead most efficiently to success, by basing them on the overriding development strategy, which we will be pleased to help you prepare.

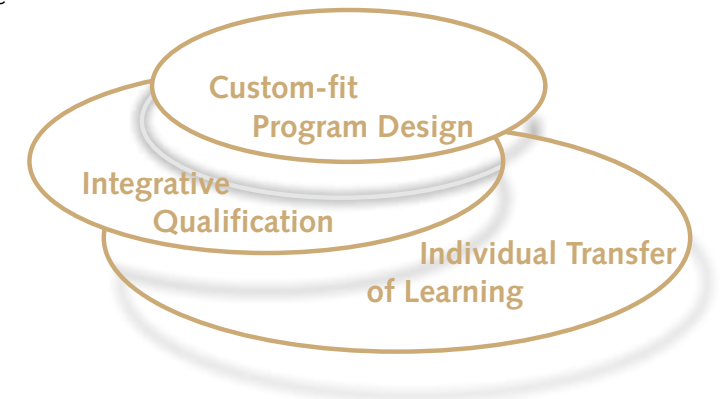
### Choose your program from

- well-proven, complete programs (more about these from p. 6)
- a flexible combination of program modules (more about these on p. 18)
- Individual, freely designed programs according to your requirement or tender (more about these on p. 20)



## The effectiveness of our programs is based on three success factors:

1. a **collaborative development of the program design**, custom-made to suit the developmental needs of the target group.
2. an **integrative, holistic approach to qualification**, which combines modern teaching and learning methods with your own in-house strategy, management culture and pre-existing mechanisms
3. a combination of profile modules, with measures to ensure **sustainability and practical application**, Blended Learning concepts and the growth of every individual participant through personal development plans.



### 1. Customized development of the program design

Our development programs for managers comprise modules with interlocking content, which build on one another. In devising training activities, we place the emphasis on co-conception with the client, which is comparable to the development needs of the target group. The program is designed collaboratively with the client, and its scope, content and methodology are individually customized to suit the needs of the target group. It focuses on taking a holistic look at training activities, as well as ways to embed them into the overall strategy.

### 2. Holistic qualification through custom-fit program modules

We value a holistic qualification concept which is customized to suit each business. You can assemble your program by using our long-standing, proven programs or program modules or you can set your own priorities. The number, order, duration and content of program modules may be freely and flexibly chosen. All programs include a high proportion of practice-oriented elements and are geared towards actual, generic work situations encountered by the participants. Alongside the Well-proven St.Gallen models, we also teach selected inspiring and ground-breaking approaches that meet the challenges and opportunities faced by tomorrow's successful managers.

### 3. Ensuring knowledge transfer and supporting the individual learning process

We place particular emphasis on designing the transfer process, as this is where knowledge acquired during coaching sessions translates into competence in action and thereby into success in business. In order to guarantee the best possible transfer of knowledge and support sustainable implementation, the learning modules are supplemented by transfer measures which we define with you, such as coaching sessions, accompanying business projects, individual development plans, web sessions, Learning Nuggets or the formation of peer groups.

### St.Gallen Certificates

There is the option of passing an exam at the end of the program and obtaining St.Gallen certification.



# General Management Program

How to arm yourself for the future with up-to-date general management expertise made in St.Gallen.

The ability to lead businesses with vision requires a high level of management competence. Effective, responsible and competent management will play a vital role in the future – however it looks. Management capable of learning by recognizing its own impact and able to view its function in a larger context. In this compact, holistic general management program, you will learn about new stimuli, pioneering examples of good practice and up-to-date management expertise made in St.Gallen.

**Duration**  
Recommended duration: 6 days

**Modules**  
The course is condensed into 2 modules à 3 days each. If desired, the duration and order of modules, as well as thematic focus, can be customized to your company.

**Target group**  
Managers who want to learn current general management skills holistically and systematically and take a critical look at knowledge gained in practice.

**Languages**  
German, English, French, Italian.  
Other languages on request.

**Special features of the approach and sustainability assurance**  
The special feature of our general management approach is its integrated and holistic perspective. To encourage the personalized development of individual participants, we recommend supplementing the program with individual coaching sessions on relevant topics and attending our Open Programs.

**St.Gallen certification**  
There is the option of passing an exam at the end of the program and certifying as a **St.Gallen General Management Expert**.

## MODULE 1

### Managing a business

**Corporate Governance**  
The new role of managers. Which concepts and methods should be deployed for corporate governance, when this is oriented towards the sustainable success of the company.

**Business management**  
Vital key questions for strategic management. What a status report on businesses, the economy and society really comes down to. How to make a business energetic, fast and lean.

**The integrated St.Gallen management approach**  
The company navigation system. The various levels of strategic and operative management.

**Organization and company culture**  
Company strategy, structure and culture, internal connections and application as a means of controlling complexity. Agile organizations and the central question: how much agility is necessary?

**New strategy - New business models**  
Future-shaping strategy processes and methods for innovators: Design Thinking, Business Model Generation, principles of agile strategic processes and examples of future business models.

**Finance management**  
Set of tools for financial management. Increase in company value. Targeted use of value generators. Financial strategies and how to embed them into company strategy.

**Strategic control and KPIs**  
Which measures and advance factors can be used to measure the success of a company. How strategic development and management data are connected.

**Duration**  
3 days recommended

## MODULE 2

### Management competencies

**Leadership and personality**  
Character differences and personality profile. Influence of personality type on working style, management style, communication style and team behavior.

**Management of values – the manager as role model**  
Personal and corporate values. Specific responsibility of the individual. Identifying and living by our values.

**Courage and responsibility**  
Open and authentic communication. Handling responsibility. Constructive conflict management. Risk assessment. Appetite for risk and entrepreneurship.

**Delegation and empowerment**  
Identifying appropriate degree of delegation. Defining manoeuvrability. Enhancing motivation.

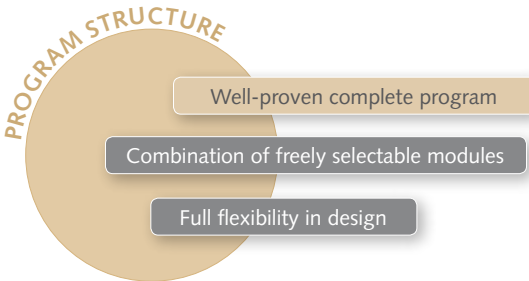
**Leading and supporting transformation**  
Life as change. Typical laws of progression in living or complex systems. How to handle change skillfully.

**New leadership & digital leadership**  
When new management constellations safeguard the future: young manage old, women manage men, abroad manages home, team manages boss. Open interaction, with diversity and hierarchy as success drivers. Digital leadership in times of VUCA.

**Understanding yourself – managing yourself**  
Where do my real strengths and weaknesses lie? Which talents should I develop? Discovering your own personality profile.

**Reflecting on your own role as manager**  
Internally processing, outwardly calm. Finding more commonality with employees.

**Duration**  
3 days recommended



# St.Gallen's Executive Leadership Program

How experienced managers can successfully optimize their competencies in the key disciplines of leadership and management.

Whoever takes on a management role cannot rely on experience and routine alone, but also needs to deal with new, unfamiliar – and frequently even complex, unfamiliar – situations. Your leadership behavior should be scrutinised just as closely as your underlying strengths and weaknesses. More than ever, managers need a reliable navigation system to do this. 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.

St.Gallen's Executive Leadership Program provides this navigation system. The modules of the four-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. The skills you acquire will allow you to refine your personal and social competencies and integrate these into goal-oriented leadership strategies.

## Duration

Recommended duration: 12 days

## Modules

The comprehensive program delivers expertise and competencies in 4 modules over 3 days. If desired, the duration and order of modules, as well as thematic focus, can be customized to your company.

## Target group

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

## Languages

German, English, French, Italian.  
Other languages on request.

## Special features of the approach and sustainability assurance

The Executive Leadership Program is a holistic qualification approach which combines well-proven St.Gallen models with selected modern up-to-date methods and approaches. It includes a high level of self-reflection of the own leadership role. We recommend that the program includes knowledge of in-house tools, strategies and management guidelines. Selected transfer activities and networking programs between and after in-class modules may supplement this program. **More about this on page 21.**

## St.Gallen certification

There is the option of passing an exam at the end of the program and certifying as a **St.Gallen Executive Leadership Expert**.

## PROGRAM STRUCTURE

Well-proven complete program

Combination of freely selectable modules

Full flexibility in design

## MODULE 1

### Executive Leadership

With experience behind you and an eye to the future: in the first module you will discover how to enhance your leadership personality with interlinked ideas, clear values, personal courage and new energy.

#### Leadership personality

Personality profile and influence on leadership style.

#### Managing values

The manager as role model. Exemplifying values. Company values and personal values.

#### Employee satisfaction and needs-oriented management

Leadership and motivation. Insights into your own management practice.

#### Leading within and as a team

Designing collaboration constructively. Leading self-regulating teams, and agility.

#### New management constellations

Collaboration which spans hierarchies, generations and cultures. From traditional hierarchies to network intelligence.

#### Modern definition of leadership

Manager's role in an age of digitalisation. Breaking down old thinking patterns and recognizing challenges as opportunities.

#### Energy, ideas, courage

Responsibility, revival and timeless, valid leadership criteria. Handling ambidexterity.

#### Empowerment

From superior to sparring partner: developing coaching competence.

#### Practical workshop: reflecting on the leadership role

Identifying and implementing your own leadership principles and living for yourself.

Reflecting on company culture/mission statement: developing a common understanding.

#### Duration

3 days recommended.

## MODULE 2

### Strategy & company management

Module 2 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.

#### Strategic management

Definition, fundamental philosophy and effect on the long-term vitality of the business.

#### The integrated St.Gallen management approach

The business navigation system. Levels of strategic and operative management.

#### Company strategies

Define and design. Strategic analysis, implementation and communication of strategies. Strategic control.

#### New target groups, new markets

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

#### Innovation management

Permanent company renewal; innovative company organization.

#### New strategy – new business models

Future-shaping strategy processes and methods for innovators: design thinking, business model generation, St.Gallen's business model approach.

#### Practical workshop: strategy and business models

Defining company-specific 'hotspots'. Working on strategic themes relevant to the company. Identifying future themes and business models.

#### Duration

3 days recommended

## MODULE 3

### Shaping transformation

Chances, challenges, change: module 3 teaches you how to manage change, using skills which are bang up-to-date. These will enable you to develop and implement reliable approaches to transformation processes.

#### The most important change philosophies

Base model for change. Typical rules of progression for change in live systems. Attitudes, obstacles, behavioral patterns during periods of change.

#### Recognizing and breaking down set patterns in individuals

Situation analysis. Personal patterns and resources, and how to deal with change.

#### Creating instability

From dealing with complex dynamics. Enhancing system competence: creating a conscious balance between stability and instability.

#### Acting as an agent for change

Influencing systems, overcoming obstacles, developing systems in a targeted manner.

#### Managing and supporting change

Attracting and integrating staff, maintaining motivation. Discovering hidden patterns in the company psyche.

#### Communication during change processes

No change without dialogue: planning communication concepts, integrating management systems.

#### Practical workshop: change

Work on specific change processes and projects in the company.

#### Duration

3 days recommended

## MODULE 4

### Personality development

Module 4 shows you how to use contemporary methods to manage your complex portfolio of responsibilities more efficiently, maintain your work-life balance better and enhance your strengths.

#### Focus on strengths

Where do your true strengths and weaknesses lie? Which talents should you develop?

#### Responsibility and courage

Culture of trust, appetite for risk and dealing with speed.

#### Focus on the future

Developing an agile mindset. Finding new routes to the goal.

#### Managerial effectiveness

Concentrating on the essential. Optimizing your own working style.

#### Focussing on results

What leads decision-making paths to their goal? In terms of strategy, which is the right performance definition?

#### The manager's toolbox

Which tools should a manager have?

#### Overcoming efficiency thresholds

Where do stress and worry originate from? What exactly is burn-out or "bore-out"? Turning problems into opportunities.

#### Personal impact

Optimizing your own impact and profile.

#### Practical implementation: contributing to the whole and understanding yourself

Self-reflection and achieving your own goals. Where does my motivation come from? How do I contribute to the company's development? What does holistic thinking mean for me personally?

#### Duration

3 days recommended

# High Potential Program

Lead clearly, design effectively, guide systematically: how trainee managers can systematically learn and implement the mechanisms of successful management.

What is management? This is a question which preoccupies young and future managers in particular. St.Gallen's High Potential Program answers it in a way which is both reliable and practical. To lead a team – or lead from within a team – managers need to have an in-depth understanding of human behavior and be able to interpret and guide it successfully towards the common goal. Designing strategies, process and change requires more than vision and emotion: management is fundamentally a craft which is based on clearly defined concepts and tools that can be learnt. Participants of the High Potential Program will be taught these competencies in an integrative way.

**Duration**  
Recommended duration: 11 days.

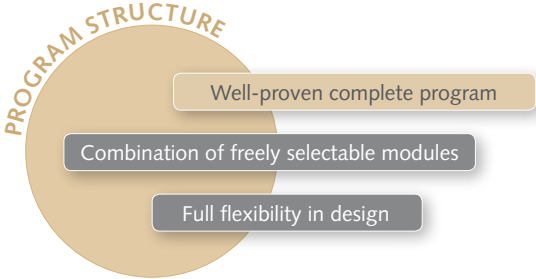
**Modules**  
The program delivers expertise and competencies in 4 modules over 2 to 3 days and places the emphasis on individual participants' development plans. The duration and order of modules, as well as thematic focus, can be customized to the requirements of your company on request.

**Target group**  
St.Gallen's High Potential Program is tailor-made for trainee managers and specialists who may be embarking on their management career but want to seize the opportunity to acquire proven knowledge, skills and tools.

**Languages**  
German, English, French, Italian. Other languages on request.

**Special features of the approach and sustainability assurance**  
St.Gallen's High Potential Program combines well-proven St.Gallen models with selected, future-oriented approaches, and teaches a holistic attitude to those competencies which trainee managers need in order to manage and lead effectively. All stakeholders, such as HR, participants and management, have their needs met and integrated into the program. We also recommend that the program includes knowledge of in-house tools, strategies and management guidelines. Selected transfer activities and net-working programs between and after in-class modules may supplement this program. We also recommend including a mentoring program.  
**More about this on page 21.**

**St.Gallen certification**  
There is the option of passing an exam at the end of the program and certifying as a **St.Gallen Leadership Expert**.



## MODULE 1

### Business success

Module 1 teaches the foundations of successful business management, strategy and company organization from a holistic perspective. The way is paved for the rest of the program to follow on successfully.

**Introduction to the program and planning milestones**  
Entrepreneurial thinking and future-oriented management.

**Holistic review of the company**  
The integrated St.Gallen management approach. The business navigation system.

**Organization and company culture**  
Company strategy, structure and culture.

**Company performance and KPIs**  
Which measurands can be used to evaluate company success.

**Strategic management**  
Developing, implementing and analyzing strategy.

**Target groups and new markets**  
New business models, reaction to megatrends.

**Transformation and innovation**  
Handling change, particularly digital change.

**Agility, design thinking etc.**  
Agile methods and organizational structures.

**My contribution to the whole:**  
personal development plan

### Recommended complementary activities

Presentation of in-house strategy and KPIs by management team.

Program design session: participants design follow-on modules together.

Start cross-program business projects.

Begin mentoring program. Form learning partnerships.

**Duration**  
3 days recommended

## MODULE 2

### Developing Personal Excellence

Module 2 actively encourages you to change your personal perspective. This gives you the opportunity to self-reflect and be stimulated, in order to get to know yourself better and to be able to use your strengths and talents in a more targeted way.

**Focus on strengths**  
Where do your true strengths and weaknesses lie? Which talents should you develop?

**Responsibility**  
Culture of trust, appetite for risk and dealing with speed.

**Self-awareness**  
Self-reflection. Defining and achieving your own goals.

**Developing an agile mindset**  
Joined-up thinking, embracing other perspectives and finding routes to success.

**Self-management and time management**  
Focussing on results. Concentrating on the essentials. Optimizing your personal work style.

**Resilience**  
Handling pressure, opposition and stress.

**Personal impact**  
Optimizing your public persona. Versatility of expression. Presence and power of performance. Enhancing presentation skills.

**Communication and conversational skills**  
Principles of successful conversational skills. Dealing with difficult target groups and situations.

**My contribution to the whole:**  
personal development plan.

### Recommended complementary activities

Use of a personality profile

Individual coaching to develop personality

**Duration**  
3 days recommended

## MODULE 3

### Leadership Skills

Module 3 addresses the question of what "to lead" actually signifies. You will discover what exactly ambitious managers mean by the "people success factor", how they can deliberately connect and motivate staff to achieve maximum results.

**Management process and leadership**  
What is management? Identifying managerial roles and realities, and how to handle them.

**Management styles and management behavior**  
Traditional and new management styles. Various types of management behavior and their impact on managers. Transition from colleague to boss.

**Managing teams**  
Criteria and processes for team-building. Teamwork and team leadership. Delegation. Position of manager in the team.

**Management, motivation and needs-oriented leadership**  
Link between management behavior and motivated employees. Managing with goals. Situational management.

**New management constellations**  
Young manage old, abroad manages home, team manages boss... Dealing openly with diversity.

**Digitalisation and agility**  
New managerial challenges. Impact of digitalisation and pace of change on day-to-day management.

**My contribution to the whole:**  
Personal development plan and management statement.

**Recommended complementary activities**  
Presentation and discussion about in-house company culture/mission statement and management tools via HR.

**Duration**  
3 days recommended

## MODULE 4

### Review and future outlook

Shaping the future: in Module 4 you will reflect on the program and focus on the future. How do I continue to develop and what contribution can I make to the success of the company?

**The program: learning experience and reflection**  
Lessons learnt from putting ideas into practice. What works well at the moment, what doesn't (yet)? Reflecting on the management role.

**Organizational insights**  
Consolidating results from workshops and projects. Planning company milestones.

**Building networks and exchanging ideas**  
Exchanging ideas with the other participants. Extending and maintaining personal networks.

**Reflecting on the development plan**  
Status quo and identifying the next steps.

**My contribution to the future of the company**  
How can I make an active contribution to the future of the company? Defining specific measures.

**Recommended complementary activities**  
Management team present transfer projects.

Optional: final written test.

Embedding insights/results gained from workshops and projects into the organization.

**Duration**  
2 days recommended



# Global Development Program

Four modules – one mission: Accompany you on your way to becoming an international leader

What challenges will managers be faced with in the future, and how can these be met? In answer to these questions, we have created a ground-breaking International Leadership Program. Together we will embark on a learning journey that will support you to develop as a person as well as a future global leader. You will acquire the perspectives needed for business success in a globalized, VUCA world and develop skills and qualities that help drive the transition to a digital future. Get inspired and develop new insights in the sessions with topics ranging from strategic competence to leadership skills, cultural transformation and personal excellence. Benefit from extensive personal reflection, international networking and knowledge exchange. In order to make the learning contents more tangible, the learning modules contain experience-oriented elements that will enhance self-reflection and inspiration.

**Duration & Modules**  
Recommended Duration: 11 days.

**Modules**  
The program consists of 4 modules that foster a holistic development of international leadership competencies, individual development paths and cross-company networking.

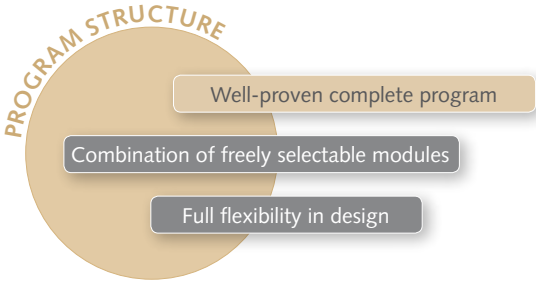
The final program design is developed in line with the development needs of the target group, which will be refined with the participants and stakeholders during the first module.

**Target group**  
Executives who manage international activities or the collaboration of international teams.

**Languages**  
English, German, French, Italian.  
Other languages upon request.

**Transfer & individual learning process**  
The program focusses on the individual development path of each participant, supporting them to build new skills and competencies. There is personalized program preparation as well as support between the modules such as coaching, web sessions and peer learning. It is recommended to foster the organizational transfer by Action Learning Projects, which will be developed over the duration of the program.  
**More about this on page 21.**

**St.Gallen Certificates**  
There is the option of passing an exam at the end of the program and obtaining a certificate as **Certified St.Gallen International Leadership Expert**.



## MODULE 1

### Getting Connected – Kickoff & program design

**Start your journey**  
Module 1 builds the launchpad for your learning journey. You will get acquainted with the program itself and with ways of acting successfully within an agile and changing environment.

- Definition of tasks & milestone planning during the program
- Introduction of the participants to their future challenges
- Gathering intercultural awareness & working in international teams
- Strengthen the multidisciplinary network & team building activities
- Agile project work & organization of action learning projects
- Individual development plan: my contribution to the greater whole

**Recommended activities**  
Fireside-Chat with a representative of the executive board in order to reflect expectations of the program  
Definition & selection of action learning projects  
Co-creative program design session  
Networking activities

**Duration**  
2 days recommended

## MODULE 2

### Thinking Global – Managing Business

**Shape success**  
Module 2 module will challenge your thinking about strategic business management and equip you to take a more active and informed role in the company's strategic discussions.

- Understanding global business developments & a VUCA environment
- Future-oriented management: entrepreneurial spirit & visions
- Company and personal values
- Strategic management
- The dynamics of an organization: creating market-driven structures
- Enhancing change and cultural transformation
- Customer orientation
- Foster innovation & enhancing agility
- Reflecting the company-specific strategy process

**Recommended activities**  
Fireside-chat with executive board in order to reflect the current strategic thrust  
Presentation of the company-KPIs by a representative of the finance department

**Duration**  
3 days recommended

## MODULE 3

### Leading Internationally

**Expand your impact**  
Module 3 invites you to question the role of leaders in digital and agile businesses. You'll start updating your leadership skills and reflect on how you can take your insights forward in your own teams and projects.

- Roles, tasks and tools of effective leadership & management
- Team energy: Inspiring and motivating people
- Leading teams to their best performances
- Effective Communication & conflict management
- Coaching and supporting others
- Leading internationally & managing cultural diversity
- Virtual leadership & leadership without disciplinary power
- Digital & agile leadership, leading transformation
- Personality profile work

**Recommended activities**  
Fireside-Chat with executive board in order to reflect the leadership mission  
Presentation of internal leadership principles and tools by a representative of HR

**Duration**  
3 days recommended

## MODULE 4

### Developing Personal Excellence

**Enhance your strengths**  
Module 4 invites you to take a close look at yourself, your strengths, your habits and working practices. We'll support you to find your own path of being more self-aware, balanced and energized.

- Managing yourself: Stress & time management
- Courage & risk management
- Accountability & speed of decisions
- Networked thinking and problem-solving
- Challenge traditional mind sets
- Mindfulness & personality awareness
- Conversation and presentation skills
- Reflecting on the journey: Learning experiences during the program, organizational learnings & next steps
- My contribution to the greater whole: review of individual development plan

**Recommended activities**  
Personality profile  
Presentation of action learning projects to representatives of the Management Board

**Duration**  
3 days recommended

# Digital Leadership & Transformation Program

More agile, more connected, more authentic: how to synchronize managerial skills with the transformation in values, people and roles brought about by the digital era.

The digital revolution transforms markets, performance, processes – and the competence profile of managers. St.Gallen's Digital Leadership Program connects and delivers those leadership qualities proven to underlie a goal-oriented, consistently reliable navigation system. This program is a refreshing contrast to many others on offer which reduce the word "digital" to mean short-lived, technical expertise. The Digital Leadership Program's effectiveness is based on three cornerstones:

- Firstly, a future-oriented conception of the company as a connected and purposeful system.
- secondly, a positive interpretation of management which is based on values and strengths, rather than instruction and control.
- Thirdly, methods and tools which smooth the way for genuine change, agility and disruptive innovation, and with which expertise gained from all modules can be transferred directly into practice.

**Duration**  
Recommended duration: 7 days

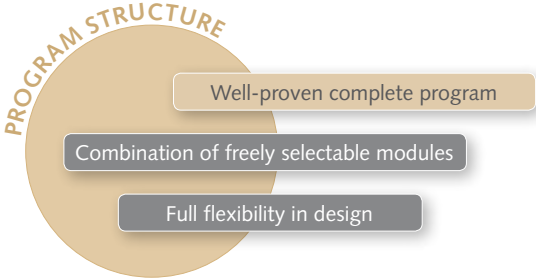
**Modules**  
The program is designed to be as compact as possible (4 modules over 1 to 2 days) and delivers the tools and competencies which are essential to business success in our digital age. The duration and order of modules, as well as thematic focus, can be customized to the requirements of your company on request.

**Target group**  
Experienced and aspiring managers who have recognized that the digital revolution requires an evolution in approaches to management.

**Languages**  
German, English, French, Italian. Other languages on request.

**Special features of the approach and sustainability assurance**  
The program will enable you to take a threefold leap into the digital era. A contemporary, didactic combination of face-to-face modules and stimuli from inspiring businesses and innovators will bring the program content to life and support its practical application. Experimentation, implementation, learning and self-reflection are key features of this approach. You will have the chance to visit start-ups: the selection will be made in consultation with you and will be industry-specific. Equally, you will be able to choose training locations with a creative learning environment.

**St.Gallen certification**  
There is the option of passing an exam at the end of the program and certifying as a St.Gallen Digital Leadership Expert.



## MODULE 1

### Digital Business Transformation

Challenging the present in a radical way in order to transform it into a viable future: these days, if you are responsible for a business, you also need to help design transformation processes. More than ever before, the real skill of leadership lies in the ability to transform businesses – against all odds. The first module presents and teaches participants the necessary techniques and tools to do this.

**Transformation Manager**  
Foresight, intuition and personal example as key factors for transformation. Understanding energies and obstacles in the transformation process.

**Complexity and dynamics**  
How social organizations function in the post-industrial age. Anticipating relevant trends and reducing risk during transformation.

**The right 'change combination'**  
Which transformation philosophy and concept work best for us? Identifying the perfect combination by analyzing different approaches.

**Design Thinking**  
Using Design Thinking as a disruptive brainstorming technique which radically challenges the existing business.

**Practical workshop - Business Transformation Canvas**  
You will be presented with the necessary tools to learn how to devise new, innovative business models, complete with clear goals, adjustment levers and milestones, and also creative tools that allow you to demonstrate both strategy and implementation effectively.

**Leading the way into the future**  
Plan the transformation steps for your business with the aid of the integrated master plan.

**Duration**  
2 days

## MODULE 2

### Digital Leadership

The second module shows you how to boost your digital success story with tangible emotions, values and strengths. Paradoxical though it may sound, it is precisely the VUCA world that needs to base its approaches to leadership and collaboration on robust "soft skills". As a leader, you need to know how to play an active role in designing these skills and setting modern-day priorities.

**The digital leadership approach**  
Positive psychology as a success model for leadership. Using emotions as a stimulus for digitalisation.

**Leadership competencies in times of transformation**  
Fail Fast & resilience, delegation, individual responsibility, appetite for change, ambiguity tolerance, spirit of innovation.

**Value management as an alternative model to VUCA?**  
Values and sustainable business management.

**Managing strengths**  
Identifying, defining and enhancing skills and talents. Focusing on your own strengths.

**Ambidexterity as a leadership concept in digitalisation?**  
Management vs. leadership: definition and application in day-to-day management. Integrating different cultures, tasks and roles.

**Practical workshop - New Work**  
A look at the world of work in the future: which new work flows and perceptions of roles will be relevant to us?

**Duration**  
2 days

## MODULE 3

### Agility and Innovation

The third module focuses on the themes of agility and innovation. It will enable you to understand agility and spell out its potential to promote innovation in your company. You will get to know the principles of agility and recognise the associated challenges for management and staff. You will identify how it relates not only to your company but also to your personal management role.

**Agility - buzzword or active force for the future?**  
Learn Startup, Design Thinking, Scrum and Co.: how agile methods function and interact.

**The agile organization**  
Current approaches and state of research. Application to your own business.

**Prerequisites for agility**  
Requirements relating to culture, structure, management and team.

**Under which circumstances is innovation successful?**  
Solutions between conflicting priorities of efficient management and creative breathing spaces.

**Best-Practice**  
Change-maker businesses with strong "digital and agile DNA", compared to traditional company structures.

**Practical workshop - Agility**  
Various practical simulations will demonstrate a step-by-step, goal-oriented approach to the themes of agility and innovative management. You will focus on the playful implementation of your acquired skills and leadership approaches.

**Duration**  
2 days

## MODULE 4

### Learning Journey

The last module in the Digital Leadership Masterclass will take you on a journey through the start-up world, where the successful business models of the future are already in everyday practice. You will be given a glimpse behind the scenes and will look at the strategies used by selected, young businesses or innovators in transformation. There is no more effective way to internalise the workings of the new world than by having one-to-one conversations with pioneers of the digital age.

**Introduction: Where is the digital future growing?**  
Driving forces and developments in the new ecosystem: start-ups, venture capital companies and unions.

**Start-up 1: business administration textbook or lego box?**  
Visit to start-up 1 with Q & A session, focussing, for example, on digital business models.

**Start-up 2: specialist units or communities?**  
Visit to start-up 2 with Q & A session, focussing, for example, on digital collaboration.

**Start-up 3: step-by-step or "quick and dirty"?**  
Visit to start-up 3 with Q & A session focussing, for example, on digital innovation.

**Wrap-up and take-away**  
Concluding reflections and insights for your own business.

**Duration**  
1 day, recommended location in Berlin or Munich.



# St.Gallen's project management program

Expertise, proven tools and Well-proven techniques for planning, managing and leading projects successfully.

Do you want to plan projects efficiently, coordinate them confidently and implement them smoothly? Our 3-module project management program will teach you specifically how to do this. During the course of the seminar series, you will engage intensively with the various facets of project management and project leadership. You will discover which tools and, for instance, agile methods successful project managers use and how you can apply these in a focussed way. And you will learn how to lead projects successfully and organise communication with various stakeholders, dealing with your own project team, the client and the project customers. A particular strength of this program lies in the fact that its methods are directly applicable to your own project set-up and also lend specific support during the transfer to your own practice-based projects.

## Duration

Recommended duration: 8 days.

## Modules

The program's success is based on the three cornerstones of project management, project communication and direct practical application, and is taught in 3 modules over 2 to 3 days. The duration and order of modules, as well as thematic focus, can be customized to the requirements of your company on request.

## Target group

The program is aimed at project leaders and experienced project team members, who would like to acquire or enhance in-depth expertise in project management and project leadership.

## Languages

German, English. Further languages on request.

## Special features of the approach and sustainability assurance

This program is based on the international standards of the Project Management Institute (PMI) or the International Project Management Association (IPMA). Participants will work specifically on their own projects during and between modules. This means that they will not be left to their own devices but will be guided through the execution of their project by experts and colleagues.

## St.Gallen qualification and certification

There is the option of passing an exam at the end of the program and **certifying as a St.Gallen Project Management Expert**.

The program also provides a firm basis on which participants can build up to PMP, CAPM or IPMA Level D or C certification. The program can be extended on an individual basis to include the required qualifications to prepare for the certification tests.

## PROGRAM STRUCTURE

Well-proven complete program

Combination of freely selectable modules

Full flexibility in design

## MODULE 1

### Project Management

In module 1 you will learn the essential methods and techniques associated with successful project management and will be able to apply these to your own projects. You will then be able to plan, execute and complete your own projects successfully.

#### An overview of project management

What is project management? Where do my responsibilities as project leader lie?

#### Defining your project

How do we define good objectives? The magic triangle of project management. How can I ensure that projects are measurable?

#### Project organization

How is a project rooted in its environment? Project roles and responsibilities. Designing paths of communication and decision-making processes.

#### Planning and managing a project

How do I plan activities, time, costs and resources? (Creating a project plan for structure, network, time and resources). How do I maintain an overview? What kind of ongoing communication is needed?

#### Risks in project management

How can I recognise risks early and manage them proactively?

#### Project completion

How is this done and what do we learn from the experience?

#### Project objectives and other arrangements

What and how can these be implemented in your own field?

#### Practical application and transfer

Identifying your own practice-based projects

#### Duration

3 days

## MODULE 2

### Successful project communication

In module 2, you will learn how to lead projects in local and trans-regional teams, with or without managerial authority. You will learn the necessary skills for project communication, leadership competence and delegation of responsibility.

#### Review part 1: fundamentals of project management

Experiences, challenges and approaches to finding solutions in the transfer time between modules.

#### Communication during the project

How does communication function? Why does communication during the project sometimes fail? Giving and receiving feedback.

#### Communication with various stakeholders

Identifying stakeholders. Recognizing the need for communication. Organizing appropriate involvement.

#### Leading as project manager

The management triangle – your own leadership priorities and development areas. How do I hold on to power as project leader?

#### Leadership styles and situative leadership

Life motives. Potential and limits of staff motivation. Recognizing what drives individuals.

#### Practising typical project situations

Persuading counterparts. Addressing conflict and representing different opinions. Communicating with the steering committee.

#### Practical application and transfer

Identifying and/or following up on your own practice-based projects.

#### Duration

3 days

## MODULE 3

### Project management – practice and agile project management

Module 3 focuses on reflecting and working on your specific projects. You will also widen and refresh your knowledge and will be introduced to ways of achieving agile project management.

#### Developing project management:

Broadening your knowledge of project management methodology, e.g. agile project management. An overview of agile methods. The most important agile methods: Scrum, Lean, Kanban, eXtreme Programming, Design Thinking and their core elements. How do I choose the most appropriate agile method?

#### Agile project management

Which agile method is particularly suited to which type of project and form of organization? Where do mixed forms and hybrid project management methods work well? Lean and Kanban in projects.

#### Implementation in your own project setting

How can I combine traditional and agile elements?

#### Reflection on modules 1 and 2

Individual reflections on the program: what went well, what went badly?

#### Practical advice for specific situations

Exercise for difficult project situations. Advice and suggestions from trainer and participants.

#### Feedback & self-reflection session

Feedback on observed behavior in circle of participants.

#### Duration

2 days

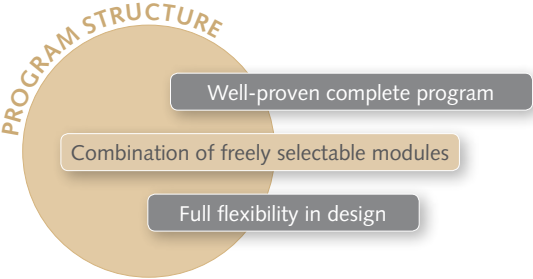
# Qualification modules for your individual program configuration

A selection of freely combinable program modules

Would you like to design your leadership development to be flexible and still be able to draw on Well-proven modules? St.Gallen can provide you with the solution to this requirement. Build your individually configured program using our qualification modules, which have been proven over many years and can be combined and expanded according to objective and need.

Key modules for the qualification	Basic elements of a qualification program	Modules on Management & Strategy, Leadership Excellence, Personal Excellence.
Optional in-depth modules	Selected, supplementary modules, according to request and demand	e.g. Digital Leadership, Negotiation Skills, Managing Innovation.
Optional modules specific to target group	Modules for particular target groups	e.g. Procurement, Distribution, International Management.

To ensure that your program is integrative and holistic, it is recommended that you include key modules based on the following three perspectives: the business and its setting; co-workers such as colleagues, managers and employees; personal development. If required, these key modules can be supplemented with additional, optional ones.



## Examples of fundamental qualification modules/key modules

### 1. Management & strategy – taking a look at the company

**Managing business – strategic management**  
Entrepreneurial thinking | Strategic management | The business navigation system | Developing and implementing strategy | Designing market-oriented structures | Strategic control | Vision, mission and values | The company's own strategy process

**Managing finance – financial leadership of the company**  
Fiscal management responsibility | Fundamentals of fiscal management | System for managing income statements | Cost management | Finance control | Balance sheet analysis | Knowing and interpreting relevant KPIs | Budget case studies and transfer to the company

### 2. Leadership excellence – taking a look at the people in the company setting

**First leadership**  
Leadership process | Leadership styles | Leading teams | Position of management within the team | Motivation | Communication and feedback | Tasks and tools for effective leadership

**Executive leadership**  
Management and leadership | Individual, authentic leadership personality | Values | Courage and responsibility | Energy | Perception and judgement | Leading teams | Managing change | Leading leaders | Delegation and empowerment | Situative leadership

**Leading and inspiring – transformational leadership**  
Leading teams to best performance | Perceiving management roles in a differentiated way | Developing coaching competence | Implementing empowerment in a goal-oriented way | Motivating and inspiring employees | Aligning employee strengths with the common good

**Leading change – shaping transformation**  
Basic models of change | The most important change philosophies | Individual models | Creating instability | Leading and supporting change | Communicating change processes

### 3. Personal excellence – taking a look at the individual self

**Managerial effectiveness – leading yourself**  
Goal orientation | Understanding yourself | Managing yourself | Contributing to the whole | Focusing on results | Fulfilling managerial duties | Leading staff to success | Using the manager's toolbox | Overcoming efficiency limits

**Personal performance**  
Developing means of expression | Speech training | Rhetoric | Improvisation | Responsiveness | Flexibility in roles | Range of expression | Presence | Power of persona | Presentation | Handling stress during difficult negotiations | Communication |

## Examples of optional additional modules/short modules

We recommend integrating selected additional modules within the key modules, according to the demands of the target group. Examples of these are:

**Management and strategy**

- innovation management – designing innovations
- lean startup – developing innovations successfully and more quickly
- new business models – identifying business models for the future

**Leadership excellence**

- lead digital – successful leadership in the context of digitalisation
- cultural change – company culture in times of transformation
- new leadership – management culture in new constellations
- virtual leadership – leadership beyond spatial boundaries
- leading leaders – leading managers successfully
- mindful leadership – mindfulness in management

**Personal excellence**

- negotiation – managing internal and external negotiations successfully
- presentation – presenting effectively, behaving authentically
- resilience – plug in, get up, win
- storytelling – persuading with stories

## Examples of modules specific to target groups

In addition to the key modules, supplementary modules which are specific to target groups or fields can be added, such as:

**International business**

- international cooperation and communication in international teams
- Intercultural awareness and intercultural competence
- developing international organizations

**Distribution and sales**

- sales skills – St.Gallen's distribution and sales management
- managing sales staff successfully
- key account management

**Purchasing**

- leading purchasing negotiations successfully
- purchase management and strategy: performance lever no.1 for your company

**Project management**

- fundamentals of project management
- leadership for project managers

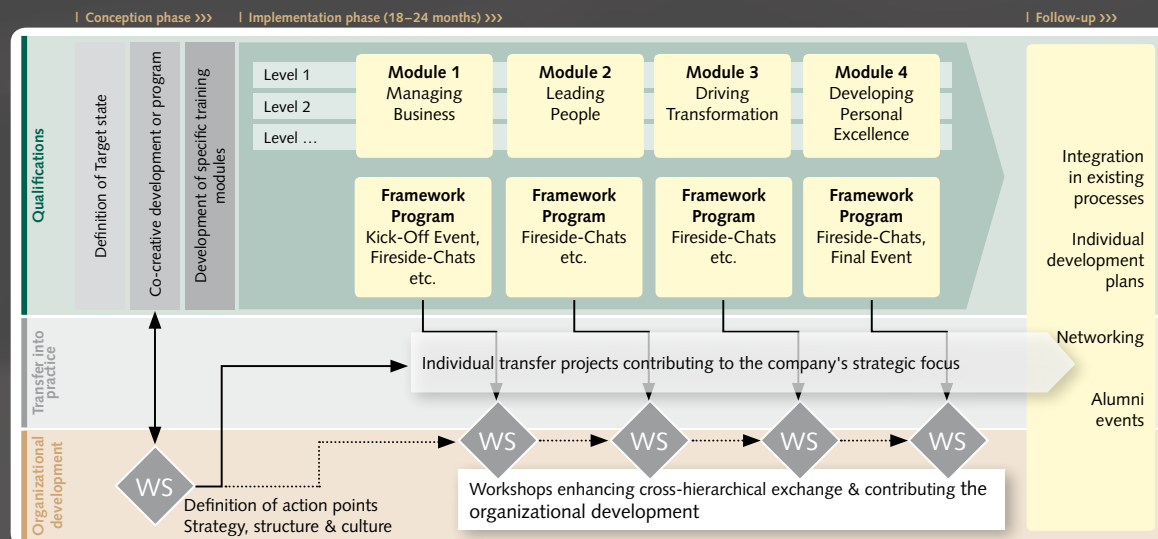
## Customized reference projects

Would you like to adapt all your management development programs to suit your own ideas? Below are reference examples of individually designed management development programs. Particularly noteworthy is, for instance, the fact that they fit the competence model exactly or that participants work on specific organizational themes which are linked to the growth of the organization.



### Example 1: International Senior Management Program

The program comprises 3 modules: Leading Transformation, Embracing Agility and Shaping the Future. The modules are customized to fit the competence model and are adapted to the company's strategic focus.



### Example 2: National Management Development Program

The program was conceived so as to span several levels of management. Its distinctiveness lies, on the one hand, in its content-related links over several levels and, on the other hand, in its work on specific, strategic questions and projects during the course of the program. The results flow directly into the company's development process.

### Program Preparation

- Waypoint 360 & Digital Leadership Assessment
- Program preparation & Discussion with leader
- Definition of development goals

### M1 Kick-Off

- Program introduction
- Team building
- Agile project work
- Project organization and start
- Co-creative Program Design Session

### M2 Personal Excellence

- Personality awareness
- Peak performance
- Stress & time management
- Mindfulness
- Impactful Presentations

### M3 Business Success

- Top management perspectives
- Strategy process
- Customer orientation
- Innovation
- Change and cultural transformation

### M4 Leadership & Collaboration

- Leadership Styles
- How do I want to be as a leader?
- Coach and support others to develop
- High Performing Teams
- Conversation skills

### M5 Graduation

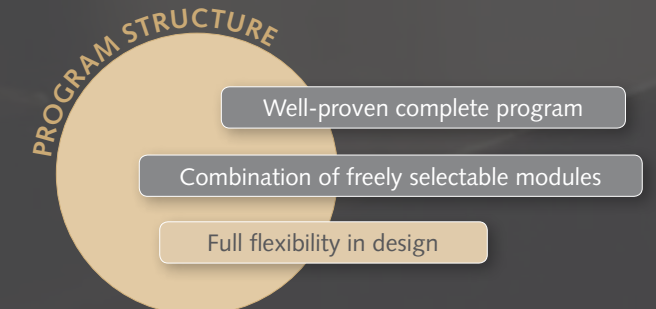
- Reflecting on the journey
- Project presentations
- Learning experiences
- Program Review

### Transfer & individual learning process

- The program focusses on the individual development path of each participant, supporting them to build new skills and competencies. There is personalized program preparation as well as coaching support between the modules.
- The organizational transfer is fostered by Action Learning Projects which will be developed over the duration of the program.
- The topics described in the 5 modules will be refined in cooperation with the program stakeholders and participants in the first session. Changes may occur based on participants needs.

### Example 3: Global Talent Management Program

The 5-module program takes place on various continents and is oriented towards those competencies which participants want to develop. It focuses on global networking, encouraging individual growth and action learning projects, as well as giving participants the opportunity to help create specific program content.





## Shaping transfer processes & sustainability

Shaping transfer, blended learning and encouraging individual growth

### Sustainability rather than shortsightedness

We pay special attention to the transfer of newly acquired knowledge to a newly acquired capacity to act. We foster this by designing learning processes sustainably. This is why we particularly focus on the transfer process, where knowledge gained in training sessions translates into the capacity to act and thus leads to business success.

### Examples of transfer processes

- defining and initiating accompanying business projects
- forming peer groups, alumni meetings, follow-up events
- mentored transfer tasks before or after training sessions

### Variety of media rather than your average fare: blended learning and combination of methods

Self-study or teamwork? Personal, printed or digital? When we develop each corporate program, we take great care to ensure a creative blend of the “what” and the “how”. Examples include:

- virtual work spaces, learning platforms and moderated web sessions
- use of learning nuggets such as topic-related podcasts, videos or inspiring publications, before and between teaching modules
- up-to-date use of qualification formats such as action learning expeditions, design thinking formats, innovation journeys, barcamps, presentations

### Individual support rather than one-size-fits-all

We are all unique and therefore need differing types of support in order to reach our peak potential. For this reason, we place the emphasis on individual support during competence development by, for example:

- creating individual development goals and development plans
- involving superiors and integrating agreed objectives
- offering individual coaching sessions or participation in open programs
- using work-specific personality tests, such as the Bochum Inventory of work-specific Personality Description (BIP), InsightsDiscovery®, Myers-Briggs Type Indicator (MBTI), Clifton StrengthsFinder (CSF)
- implementing mentoring programs

### Quality assurance – your return on education

St.Gallen stands for quality and therefore the ongoing quality assurance of our programs is of prime importance to us. Whether through seminar evaluations, feedback loops or integrated tools that assess acquired competencies and changes in behavior: together we will ensure the long-term success of your program.



## SERVICE PORTFOLIO

Four paths, one goal – your success. Better knowledge and better skills constitute tomorrow's raw materials. But decisive competencies differ from one company to another. This is why our Corporate Programs are specifically geared to your business and your strategy. What can St.Gallen do for you? Choose in-house training that suits you, from our four competence areas:

### In-house seminars and training

Do you want to avoid off-the-shelf training solutions for your company and instead focus on practical programs and teaching modules – with content, format and methods that successfully align company objectives with personal goals? St.Gallen provides you with the solution.

### Leadership development

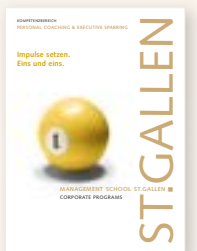
Which new skills do your managers and staff need to develop? Ideally, for an organization and its people to develop, their potential needs to be identified and fostered. We offer the fundamentals to do this with our practical and reliable St.Gallen Leadership Development Programs.

### Corporate conferences

Do you want to transform your corporate event into an inspiring platform for knowledge and dialogue? We will help you to convey the information which is important to you in a format which is right for the participants, thereby making an intelligent link between Knowledge Management and Relationship Management.

### Personal coaching and top executive sparring

Do you want to take your company's people strengths to a new level? Whether overseeing individual managers or supporting whole teams: our internationally experienced coaches will act as sparring partners to point your company and personal development in a clear direction – one which is perfect for everyone.



# How may we enhance your leadership development skills?