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MANAGEMENT SCHOOL ST.GALLEN ■

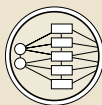
INTERNATIONAL PROGRAMS

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# Managerial Effectiveness

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. These are oriented within the program along the structural idea of the St.Gallen Management Model. All combined with the knowledge about how to organize your entire life besides the job as well. 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.



## Target participants

Managerial Effectiveness is designed for experienced executives in divisions, departments, units or branches of medium-to big-sized companies; executives who wish to improve their managerial effectiveness and to take their management skills to another level. It is also targeted at managers recently promoted into a managerial position who want to be as effective as possible from the start.

## Program Contents

### Values

Values as the base of decisions.  
Define your individual value system.  
To which extent do values limit tolerance or guide emotions?

### Understanding leadership

There is no general recipe of an ideal leader. What makes a leader effective? In what way can behavior be learned? Leadership vs. management. Output-focus instead of input-focus: Diversity as an opportunity.

### Leadership and personality

Self-assessment with a personality preference profile: Becoming aware of one's own strengths and weaknesses. Further empowerment of individual strengths. Awareness of personal patterns and working styles.

### Managing yourself

Trust yourself. Utilizing your strengths. Rejecting opportunities without being scared. Compensating weaknesses, not eliminating them. Time and self-management. Simplify your job. Learn to delegate and to empower.

### Contribution to the whole

The importance of holistic thinking. Do you only have a job position or do you contribute to the organization? Where do you get your motivation from? Self-motivation instead of being motivated.

### Focus on results

Make results measurable and comparable to investments made. Correct and strategic benchmarking. What are the key ratios? The Decision-Making Process.

### A manager's tasks

Management by objectives. Define SMART objectives. Distinguish between personal and professional objectives. The challenge of organizing. Cross-departmental work.

### Working with employees

The importance of setting goals for employees. Job design and assignment control. Trust and control. Creating a positive perception of supervision. Management by exception and management by result.

### People instead of employees

The organization as a learning environment. Personal Appraisal without standard profiles. How not to under-challenge or over-challenge.

### Communicating effectively

The essentials of communication. Learning to watch and listen. Assertive communication and non-aggressive feedback. Turning conversations into win-win situations.

### The personal toolbox of a manager

Creating your own toolbox. One-page-management in reports. Meeting management. Building teams taking different team roles in consideration. Not to de-motivate instead of to motivate. Systematic abandonment and detoxification.

### Boundaries of management

Dealing with stress: where do stress and fears originate? What exactly are burnout and boreout and how can one deal with it? Seeing problems as opportunities. Positive Thinking: Inborn, learned or forced?