

LEADERSHIP DEVELOPMENT

Select your own Development Program



MANAGEMENT SCHOOL ST.GALLEN ■
CORPORATE PROGRAMS

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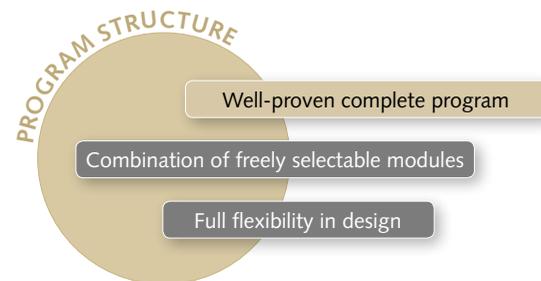
Qualification modules for your individual program configuration

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

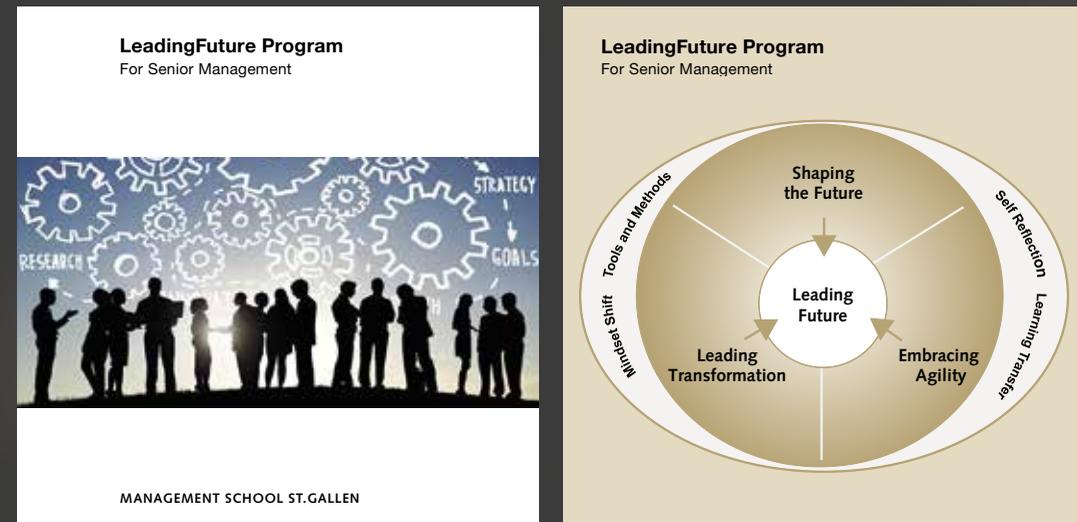
- leading purchasing negotiations successfully
- purchase management and strategy: performance lever no.1 for your company

Project management

- fundamentals of project management
- leadership for project managers

Customized reference projects

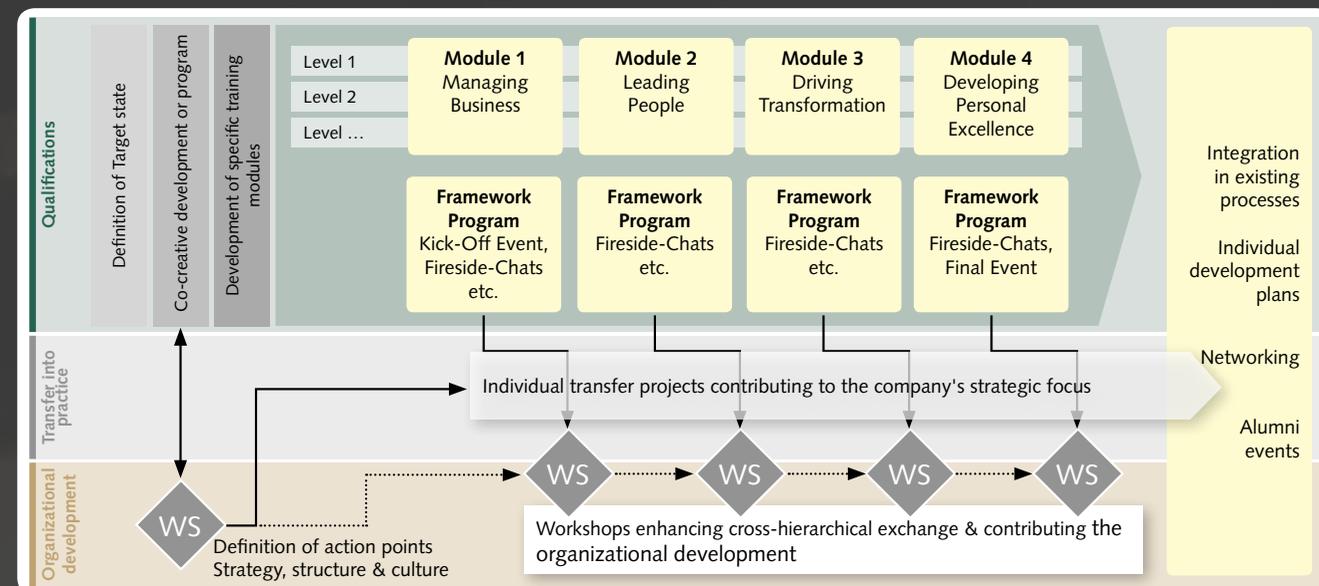
Would you like to adapt all your management development programs to suit your own ideas? Below are reference examples of individually designed management development programs. Particularly noteworthy is, for instance, the fact that they fit the competence model exactly or that participants work on specific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

Conception phase >>> | Implementation phase (18–24 months) >>> | Follow-up >>>



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.

PROGRAM STRUCTURE

Well-proven complete program

Combination of freely selectable modules

Full flexibility in design