

# IME

INTERNATIONAL  
MANAGEMENT  
EDUCATION

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**e** ENGLISH PROGRAM

MANAGEMENT SCHOOL ST.GALLEN ■  
INTERNATIONAL PROGRAMS 2021

ST. GALLEN

**Understand power and share it: how executives can advance their leadership skills by way of networked ideas, clear-cut values, personal courage and fresh energy, and by doing so implement business strategies successfully.**

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.



### Target participants

Managers who have conscientiously worked on improving their efficacy and efficiency and want to stretch beyond. Experienced managers in top positions who carry profit responsibility for a company or organizational unit or managers who have recently been promoted to a managerial position and want to be as effective as possible from the start.

## Program Contents

### Management, control and leadership

Future-oriented management requires an ever greater degree of mastery over people and cultural processes. As a leader you need the following in order to meet these challenges:

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Ideas

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Values

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Courage

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Energy

You also need the ability and modesty to be led: by the market, by specialists, by your own team. Leaders must always translate: from the market to the organization, from the future to the present, from themselves to others and vice versa. This requires the ability to change perspective.

### Ideas: Networked thinking and problem-solving

The basic principles of systematic and networked thinking. The strategy of strategy formation. Problem-solving, creativity and thinking out of the box. Integration of ideas.

### Values: Leadership and personality

Valuable differences between people and personality profiles. Impact of own personality on working and management style, communication and team behavior. Ethics in leadership. Personal and organizational core values. Value system and self-esteem. Blind spots.

### Energy: Perception and assessment

Constructivism – the traps of perception: the personal frame of reference and its impact on perception, assessment and communication. The importance of clearly set goals for motivation and assessment. Motivation or demotivation? Motivating and coaching yourself and others.

### Courage: Conflict resolution and risk

Constructive resolution of conflict: changing your perspective and a fundamental philosophy of appreciation. De-escalation options. Giving and receiving feedback. Open and authentic communication. Coping with responsibility. Constructive conflict resolution. Risk assessment, risk tolerance and entrepreneurship.

### Communication

Hierarchical communication. The basic principles of good communication, I-messages, meta-communication. Ways of winning others over to your own position. Managing multinational teams. Benefits and risks of virtual communication. Methods and processes.

### Leading yourself

Managing yourself. Self-esteem and health. Stress and work-life balance. Life and career motives.

### Leading teams

Efficient and constructive structuring of teamwork. Impact of job structuring on synergies and conflict potential. The limits of teamwork. Reducing decision-making risks. Effective structuring of team meetings. Team reviews.

### Leading change

Love it, change it, or leave it ... The course and predictability of change processes. Communication and management in the various phases. Essentials of change management.

### Leading leaders

Good communication of objectives and strategy. Developing accountability and self-determination.