





## Programs for Top Management, Owners, Executives and Managers



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The mission of the St. Gallen Business School is to consolidate and pass on the latest findings on management and leadership in such a way that they make a decisive contribution to good management in companies and organizations.

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## The Leading Swiss Business School



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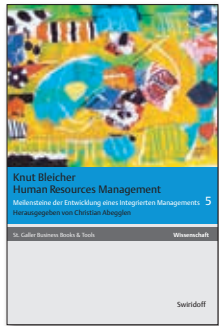
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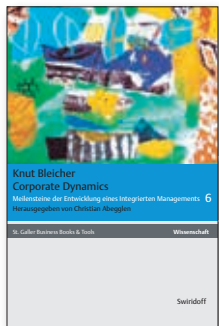
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**Human Resources Management**  
Band 5



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**Corporate Dynamics**  
Band 6

The special ambition of the St. Gallen Business School is to provide executives, specialists and experienced managers with proven knowledge as well as the latest findings from management research and teaching.

In contrast to universities, whose core target group remains students, our Business School has already focused on the target group of managers and leaders over the last 40 years. Managers have very different expectations from students. If students are primarily concerned with the basics of business and therefore a solid theoretical foundation, younger managers primarily expect the technical and methodological tools to master the daily challenges. Experienced managers, on the other hand, require a 'sparring partner' who knows the typical problems of top managers from their own experience.

St. Gallen Business School seized this need for differentiation as a major opportunity. We focus all our energy and ambition exclusively on the target groups of "executives and experienced managers".

In dealing with these highly demanding participants we have developed over time very specific didactic and pedagogical approaches. Lecturer qualities have proven to be the right ones, which comprehensive competence framework in various areas.

### Management Programs for Top Management

The CEO, board members and members of the executive board and C-level manage the entire organization. They set guidelines, define top values and set strategic goals. They determine the rules of the game, the direction, the management principles. They regulate the degree of desired autonomy of action and self-organization. They decide on the central question: "What does it take to manage the company effectively?"

### Management Courses for Executives and Experienced Managers

Many of our management programs are aimed at managers with responsibility for results and executives from functions, divisions, business units, profit centers, projects.

### Management Education for High Potentials and Management Trainees

Companies and organizations invest in the management of the future: Sustainably successful are the companies with the highest management quality. Our Business School has been a partner for renowned companies and organizations, corporations, major medium-sized companies and hidden champions for 40 years.

### New: For the Management of the Future

The management of the future determines the sustainable success of the company. In many cases, internal management development is the right solution. We support our Customers in developing the management of the future themselves. In a process that can take 1, 2 or even 3 years.

### SGBS Certified Experts St.Gallen

#### The study program for practitioners

Those who opt for one of the SGBS Certified Experts courses undergo a program that has been developed specifically for practitioners:

- part-time, in 6 to 18 months, with a focus on the required competencies and skills
- with customized content and an individual study plan
- with a high level of support and commitment, but no examinations
- with study modules in St.Gallen and seminar modules in Switzerland and Germany.

### St. Gallen Certificate Programs

There are situations where you need to considerably deepen your knowledge and expertise in a very specific subject area and document this.

### St. Gallen Management Schools: Preparation for Advanced Management Positions

Accompanied management development into top and upper management. Duration 1 to 2 years. With St.Gallen Practical Studies Degree. We will be happy to advise you on the most suitable program.



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Management Education  
for Executives

# Executive Management

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# Executive Management Program

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e14](http://www.sgbs.com/e14)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 9'900.- excl. VAT, 4 + 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e14](http://www.sgbs.com/e14)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

The tasks of a CEO or member of the management board are extremely multifaceted and complex. Practice and science are trying to provide ever better, more refined instruments and findings. The concept of this modern, demanding course is to present these in a condensed and concentrated form and to deepen them using numerous examples from corporate practice.

## Structure

This program supports the success of executives with overall responsibility in the areas of business development and, in particular, financial management.

## Participants

1. CEOs, members of the management, managing directors
2. Senior executives who want to prepare for a C-level position

## Topics

### The future of the company

- The responsibility of top management for the sustainable success of the company
- The definition of success: customer value, shareholder value, responsibility for employees, social benefit or ...?

## Topics

### Strategic Management

- Do good strategies ensure the success of the company?
- But what are good strategies?
- What course must top management set?
- Instruments, Methods, Effects
- Best Practices: Leveraging Experience: Strategic Management

### Business Development

- Recognizing the business of the future
- Determine new customer benefits for future profit, growth and value potential
- Using the possibilities of new technologies for completely new business models
- Business Development as an Investment in the Future: Using Best Practices

### Organizational Fitness

- Shaping the high-performance organization and aligning it for the future
- Competitive advantages thanks to agility and lean management
- Advantages and Disadvantages of Virtual Structures and Small Operating Networks

### Financial Decision-Making

- Financial Tools for CEOs
- Assessing the balance sheet and income statement
- Planning and budgeting
- Strategic Controlling

### Earnings improvement programs

- The profit potential of a business
- The levers for improving results
- Increase in profit and return
- Cash flow, free cash flow

### Financing

- The optimal financial structure
- Value Chain Intelligence to optimize capital deployment
- Investment calculations for new business models
- Business plans: This is what top managers and investors demand

### Value creation, value management

- Creating market value, EVA
- Value-enhancing strategies
- Increase value through portfolio optimization, realize values

# Advanced Management Program – Leading for Results

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e12](http://www.sgbs.com/e12)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 11'900.- excl. VAT, 4 + 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e12](http://www.sgbs.com/e12)

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Phone: +41 71 225 40 80

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## Overview

This top management course is based on the St. Gallen management approach with additional practice-proven inputs from our extensive business and teaching experience. The latest scientific findings in management theory and research are continuously incorporated.

### Professionalism

Experienced speakers, high-quality content, interesting and varied detailed program with case studies from practice as well as personal discussion and individual questions.

### Practical and scientific relevance

Top lecturers with a wealth of experience: they have been working for renowned companies for years as consultants, trainers or in top positions in the business world.

### Digitalization, AI

Special attention is paid to opportunities and risks due to increasing digitalization and AI.

## Concept

What power do visions develop that are not concretized in the form of strategic goals? What use are strategies that cannot be implemented because they are not aligned with corporate culture or incentive systems?

What use are innovation and creativity if marketing skills are lacking? What is the point of introducing a lean and innovation system if over-complexity and sluggish structures nip any initiative in the bud? Where do pioneering spirit and drive lead if the most necessary management systems to steer the company are missing?

Providing excellent leadership performance means

- guiding the company's development towards the right future (strategic management)
- on the basis of a normative value structure (normative management)
- transforming existing potential into optimal earning power (financial management)
- to achieve high employee performance with high job satisfaction thanks to leadership (Human Resources Management).

### Knowledge transfer:

Presentations, educational talks, workshops, moderated exchange of experience.

### Knowledge, Best Practices

Knowledge and best practice based on real practical cases, group and plenary discussions, questioning of existing concepts.

### Company-related application:

Application of the analysis tools, worksheets and other aids for subsequent implementation in management practice.

### Individual support:

The speakers are available to discuss individual practical aspects of the participants.

There is also the opportunity to discuss individual problems in a personal meeting with a proven management consultant or to explore specific topics in greater depth.

## Participants

In the 12-day St. Gallen Executive Business School (3 x 4 days), the main challenges of the management tasks of the executive manager and most important topics of business administration are comprehensively presented and trained.

1. Top and senior management level executives
2. Entrepreneurs, members of management, board members, directors, managing directors
3. Executives with general management responsibility
4. Managers of important business units with responsibility for results
5. Functional managers who want to prepare themselves for a challenging job with strategic and operational responsibility

## Topics

### Holistic management success

- The new understanding of management
- The productivity of leadership
- The St. Gallen management approach

### Business models for digital times

- Evolutionary management: structures and processes as rules for new businesses
- The formation of autonomous divisions for future growth in new fields

### Strategic management

- Breaking new ground thanks to visions
- New rules in competition: Industry 4.0, value chain intelligence, networks
- Strategic planning with economies of scale, scope, density, time
- The optimal company size
- The management of core competencies and the art of winning in time competition: Marketime
- Strategies and organizational forms that keep the break-even point low: Network organization

- Aggressive pricing strategies are possible thanks to digitalization

### Strategic marketing

- Developing new markets correctly, tapping into unknown target groups and new digital sales channels

### Leadership

- The leadership behavior of leaders: What is different today?
- Leadership behavior in difficult situations
- The manager as a coach
- Personal leadership competence: Ways to "Winning Spirit"

### Communication for executives

- Successful external and internal communication: Elements of communicative and emotional competence
- Communication in tricky situations: Psychological basics, behavior in unfair dialectics, mastering difficult questions
- Speaking and answering under pressure: the toolbox for emergencies

### Financial management

- The overall financial responsibility of executive management
- Recognizing the links between the balance sheet and income statement
- Mastering the most important key figures for profitability and stability
- Cash flow as a key financial indicator: possible applications
- Specifying and monitoring key financial figures - The management performance report
- Deriving annual operating budgets from the strategic benchmarks
- Strategic early warning concepts and effective controlling tools for executives

### Profit management

- Instruments for sustainable profit improvement by determining and analyzing the most important "value and cost drivers":
  1. recognizing sales growth potential
  2. cost reduction management
  3. increasing contribution margins and improving margins
  4. optimizing the use of capital

### M&A, restructuring, management buy-outs

- Valuation of different industries and companies: Practical examples and the latest findings
  - Competitor analyses thanks to the correct interpretation of published annual reports
  - Buying and selling companies
  - Grow or distribute?
  - Valuing start-ups
- Restructure or disinvest?



# St. Gallen Executive Leadership Program

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e10](http://www.sgbs.com/e10)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 9'900.- excl. VAT, 4 + 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e10](http://www.sgbs.com/e10)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

The St. Gallen Executive Leadership Program focuses on the really important questions of leadership from the perspective of the executive management of renowned companies and organizations. It is suitable for successful and experienced leaders who know exactly how difficult it is to get the strategies and concepts desired at the top into the minds and hearts of the lower management levels or operative teams. Only if this succeeds the implementation will be successful.

## Participants

1. Managers with comprehensive responsibility for results
2. Executives, top and senior managers
3. Managers who are responsible for an entire company or a significant sub-area in a strategically intended manner
4. Managing directors, board members, heads of large divisions and major business units
5. High performers in the company who want to build their success on outstanding leadership performance and internalize the principles of executive leadership.

## Topics

### Part 1: Executive Leadership

#### Management-specific challenges

- What distinguishes normal leadership from executive leadership?
- Many people can lead employees. Only a few can lead an entire organization.
- What does it take to lead a company or an important division in the desired direction?

## Topics

- Principles and success factors of skillful executive leadership

#### Reviewing the leadership role

- The leadership role changes with increasing management responsibility
- Analysis of the impact as a leader
- What good leadership can achieve
- Beyond that: Additional effects thanks to executive leadership
- What should executive leadership achieve?

#### Areas of responsibility of executive leadership

- Anchoring direction, mission, guidelines and top objectives in the company
- Living the values and mission statement, making the desired behavior a reality at all levels
- Define and communicate the company's sustainability and social responsibility
- Develop consistent thinking and action in customer orientation and customer benefit as an important part of the identity
- Moving the corporate culture in the right, desired direction
- Use leadership principles such as agility, dynamism, resilience,

self-organization or entrepreneurship and a start-up mentality as a competitive advantage

- Create a willingness to change, above-average productivity and motivation
- Establishing a broad consensus and understanding within the company that it needs above-average profitability in order to be able to invest in the common future
- The declared will to be an outstanding employer and to make an above-average commitment to the well-being of employees
- Creating the optimum of centralized management and decentralized autonomy
- The sustainable design of the incentive system to promote performance and motivation: What is rewarded? How? What is sanctioned and how?
- Promoting talent, junior staff and specialists
- Ensuring the management of the future through forward-looking management development and high employer attractiveness
- The conscious organization of fluctuation: Who leaves, who stays? Actual and target
- The continuous development of leadership and management skills at all

management levels of the company, from top management to team leaders, specialists and project managers

### **The personal leadership model**

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How do you go about applying the principles and success mechanisms of executive leadership even more intensively than before in your own area of responsibility? How do you create your own leadership master plan? On the basis of which considerations is a sensible prioritization made?

### **Part 2: Creating the right conditions. Unique leadership.**

#### **Unique leadership**

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In most cases, successful companies are characterized by the fact that they go their own way in the area of leadership. They are characterized by the fact that they not only want to be unique in their services for customers, but also seek a unique position in the area of leadership. This should be:

- Inspire employees and motivate them to achieve ambitious goals
- Empowering and continuously developing employees
- Making the joy of shared results tangible
- Bringing trust, team spirit, collaboration, empathy and appreciation to life

### **High-performance organization**

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Ultimately, it is about aligning the goals of the company and the goals of the employees to such an extent that a unique high-performance organization is created. In addition to the topics described so far, however, there are accompanying prerequisites that need to be created:

- The understanding that organizational structures create realities that can massively influence the functioning of the company, either positively or negatively, in terms of achieving goals
- The insight that there are systemic conflicts in every organization, that these must be recognized and that a creeping escalation of conflicts can only be avoided by understanding such situations
- The willingness to question existing structures and, if necessary, to change them
- The art of breaking down barriers to performance, motivation and success through new structures and new rules of the game
- Knowledge of the importance of processes and the ability to use active, IT-, communication- and AI-supported process management as a competitive advantage

### **Change Management**

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No matter how high and developed the management quality of a company may be: In one area, you are usually overwhelmed: The ability to accept change and proactively do what is necessary to adapt to change better and in a more timely manner than other companies. Consider:

- Only a few employees love change.
- Most love what they know.
- Companies cannot survive without adapting, they have to change.
- So how do you deal with resistance to change?

These questions have long been examined in the context of 'change management'. We show the current state of the art and best practices from the field: what works, what doesn't work.

After attending this top-class program, you will see much of what you have always done confirmed. But you will also come back to your company full of new ideas and impulses and will certainly implement some of them, because: Executive leadership is the great opportunity to decisively improve the efficiency of an entire company through the right design and the right interventions.

# Transition to Business Leadership

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/eav77](http://www.sgbs.com/eav77)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 13'900.- excl. VAT, 3 + 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/eav77](http://www.sgbs.com/eav77)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

The task of a managing director is to manage the organization optimally today and at the same time launch those initiatives and programs that are important for successfully managing the future.



## Structure

**Part 1:** Results-oriented management. The St. Gallen approach.

**Part 2:** General Management. Interrelationships and laws of successful corporate management.

**Part 3:** Leadership: Success thanks to leadership.

## Participants

Experienced managers who want to develop towards a management position, e.g. for a subsidiary or part of the company, or who already hold such a position.

## Topics

Carrying overall management responsibility as Managing Director: What results are expected?

### Results-oriented management

- The interrelationships of holistic corporate management
- Deliver results: Which ones? The sustainable St. Gallen approach.

### Carry on as before?

- Know your own strengths
- Expanding the business
- The limits of growth

### Recognizing the need for action

- Disruptive developments
- Changing framework conditions
- Taking new competition seriously

### Growth: Business Development

- Actively seeking new growth areas
- Growth through the creation of new markets
- Technology and customer problems as drivers
- Develop new business models
- Using digitalization for new business models

### Development of new businesses

- The typical industry flop rate
- The required timeline: longer than planned

- The use of resources
- Flexibility: what comes out in the end is usually different and mutates with experience
- The staying power: how to finance?

### Structure & process management

- Redesigning the business models
- Structural design and capability development
- New business segment structure?

### Leadership

- Developing and promoting leadership
- Strengthening the leadership effect
- Social skills as a key factor

### Financial management

- Achieving financial results
- How to anchor thinking in profitability and return on investment?

### Change management and implementation

- Preparing the organization for major changes
- The structural anchoring
- Demanding support for change
- Resistance to the new: the task of change management
- Involving employees

# Executive Development Program

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e02](http://www.sgbs.com/e02)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 13'900.- excl. VAT, 3 + 4 + 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e02](http://www.sgbs.com/e02)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

As the person in charge of a company, organization or subsidiary, you are constantly confronted with difficult decisions: the diversity of topics, constant change, high complexity and the often divergent goals and interests at this level make the overall management of a company a very demanding commitment.

## Structure

### Part 1: Executive decision-making

Determine top-level targets and objectives and anchor them in management and among employees.

### Part 2: Executive strategy

Steering the company in the right direction thanks to a good strategy. Dynamism thanks to structure, ability for change.

### Part 3: Executive leadership

Shaping leadership principles, leadership culture and leadership personality.

### Part 4: Personality, communication & leadership presence

Work on your personal image, learn how to act with composure and practice how and what you say.

## Participants

1. Managers with overall responsibility for a company, a subsidiary or an organization
2. Executives who want to prepare for such positions
3. Members of the management, CEOs, board members, board of directors, entrepreneurs
4. Managers of important divisions

## Topics

### Part 1: Executive decision-making

- What do the owners want?
- From the vision to the strategic corridor and the top objectives of the company
- From values, leadership philosophy and leadership principles to the desired culture and expected leadership behavior
- Where is the company heading today? Where should it be headed in the future?
- Principles of leadership from the top: What can be centrally ordered and implemented, and what cannot?

### Part 2: Executive strategy

- Leading the company into the best possible future
- Developing the strategy
- Defending and expanding market positions
- Disruption, technology breakthroughs and threats to the core business
- Business development: shaping the future today
- Inventing the business of the future, building new businesses, creating markets
- Understanding the major financial challenges as a whole

### Part 3: Executive leadership

- Aligning management and employees to a common mission and goals
- Convincing managers and employees of the need for change and transformation
- The desired corporate culture
- The right incentive models
- Dealing responsibly with power
- Dynamism and agility through reorganization and redesigning leadership principles
- Being a desirable employer
- Achieving and maintaining reputation
- High-performance organization with high operational excellence

### Part 4: Personality, communication & leadership presence

- Personality and leadership
- Self-awareness and behavioral change
- Effective communication
- Persuasive negotiation, effective use of negotiation Techniques



Programs and Courses for  
Executives and Management

# General Management

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# General Management Essentials in the Age of AI and Digital Disruption

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e21](http://www.sgbs.com/e21)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 4'900.- excl. VAT, 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e21](http://www.sgbs.com/e21)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

General management means seeing the big picture, understanding it in the best possible way and steering it towards sustainable success. How can managers from divisions and departments make their own contribution to the success of the company as a whole?

## Participants

1. Managers and key employees who need a comprehensive overall view of the optimal functioning of a company and want to make their own contribution to this
2. Functional managers and specialists who have not yet received systematic training in general management
3. High Potentials who want to prepare themselves for a new, responsible role
4. Specialists, who want to enlarge their existing business management knowledge in an intensive form

## Topics

### General Management

- Acting holistically and sustainably
- The St. Gallen management approach
- The interrelationships of corporate management

### Strategy to secure the future

- Analyze core competencies and existing businesses professionally
- Recognize new businesses, opportunities and future markets in good time, make possible technological changes predictable
- Develop and evaluate effective ideas and strategies using suitable tools: What works, what doesn't?
- Business models in the digital world

### The optimal structure

- Organizational principles that promote efficiency and effectiveness: New models, new leadership
- Procedure for structuring business and forming business units, dynamizing central functions
- Virtual structures as growth accelerators?

### Market success and sales strength

- Market analysis, market size and market potentials
- Customers, purchase decision processes
- The customer journey: points of contact in the customer process
- Customer management: instruments and principles
- Marketing concept and marketing instruments, marketing toolbox
- Digital sales channels

### Motivation and performance

- Showing initiative, taking responsibility
- Agility: making suggestions, developing ideas
- Behaving in an entrepreneurial manner
- Your own role in the team and in projects



# General Management Program – Strategy. Finance. Leadership.

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see: [www.sgbs.com/e17](http://www.sgbs.com/e17)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 14'900.- excl. VAT, 3 x 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e17](http://www.sgbs.com/e17)  
E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)  
Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Concept

Changing markets, new technologies and new rules of the game are changing the success mechanisms of corporate management. Executives are challenged, innovative new concepts and their effective implementation are needed.

This is where the seminar comes in: Using the St. Gallen management approach, it conveys the essence of the

management knowledge that is indispensable today. It presents the most important, tried-and-tested topics of modern management in a practical and implementation-oriented way.

## Digital Business

It draws on the latest management practices and digital business models as well as proven management expertise.

## Speakers and methodology

The experienced speakers meet the highest standards and represent the latest state of management knowledge from a theoretical and practical perspective.

The seminar content is based on the holistic, integrated St. Gallen management theory of Prof. Dr. Dres. h.c. Knut Bleicher, former Chairman of the Advisory Board of the St. Gallen Business School.

## Topics at a glance

- What is the difference between good and bad management?
- Which current management concepts have proven successful for companies?
- What impact does the "digital economy" have on our industry and our business model?
- How can major gaps in market performance be identified and turned into market share gains?
- How to deal with digital attackers?
- What hurdles need to be removed in order to achieve the full performance potential of employees and manage change processes quickly?
- What are the dos and don'ts of my leadership and communication behavior?
- Which key figures do executives use to manage their business?
- How is the profit potential of the business recognized and realized?
- What is needed for decisive implementation?

## Participants

The seminar is aimed at managers who are unable to attend a longer course but who still want to keep up to date with the latest management knowledge:

1. Senior managers who want to gain a comprehensive overview of the latest opportunities for holistic corporate management
2. Division, business unit and profit center managers who are looking for practical implementation options in their area of responsibility
3. Managers of central functions who perform important design and development tasks
4. Specialists who want to acquire knowledge to improve performance in their area from a holistic perspective



## Topics

### Management concepts you need to know

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- Management concepts of today: Increasing competition and digitalization as triggers
- St. Gallen management approach: The network of holistic corporate management
- The changing image of companies and people: The productivity paradox – effective Leadership
- Dealing with complexity
- Economies of scale: Where are they important, where are they not?
- Methodological principles of general management, best practices in application

### Learning from the excellence of others: utilizing discontinuities and new business models

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- Understanding the business: Are our industry structures changing?
- Understanding the competition: What makes digital attackers so dangerous?
- Imitate the best: Those who do not adapt business models are taking high risks

### Strategic leadership and digital attackers

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- Focus on customer value: building market and needs-oriented corporate culture
- Analyzing the success factors for success in the market
- Instruments for expanding sales and market share – practical experience from fast-growing companies
- Search fields for the creation of customer problem-oriented products: Classic or digital?
- Competition of competencies: Evaluation of own core competencies and potentials of network organizations

### Strategic marketing decisions

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- Strategic segmentation of customers and markets to dynamize and secure markets
- Digital marketing and online marketing: strategic course corrections in customer approach, customer care and sales concept

### Business Development

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- Using new technologies to create new markets
- Digital growth leaps

### Structure & process management

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- Disruptive technologies that require identity and business process redesign
- Structural design and capability development: How the company is divided into business areas and business units
- Don't overdo lean management: If you are too lean, you damage growth.

### Leadership & Communication

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- The potential of truly self-organizing teams: What role does the boss play?
- Developing and promoting leadership – What is different today?
- The key factors of social competence
- Multiplying the effectiveness of your own management power
- Change management: proven and new approaches
- Putting your own communication behavior to the test: Dos & Don'ts.
- Effective implementation: How managers go about convincing employees to implement necessary change

### Cost & revenue management

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- The decisive "value drivers" for the integrated management of profitability: Where do we have the greatest untapped potential?
- How can we continuously and sustainably increase company value?
- Effective controlling tools for practitioners: modern financial management for executives in a nutshell
- Benchmarking used correctly: How do I learn from the best?
- Achieving cash flow, profitability and cost targets

# Integrated Management – The St.Gallen Approach to Result-oriented Management

Guidelines on purpose, values, top goals and sustainability

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see: [www.sgbs.com/e26](http://www.sgbs.com/e26)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 5'400.- excl. VAT, 3 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e26](http://www.sgbs.com/e26)  
E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)  
Phone: +41 71 225 40 80

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## Concept

How do you lead successfully? How can you deal with complexity and unpredictability? How do you go about finding the right paths into the future in an environment full of surprises and unpredictability? In this program, you will experience how the St. Gallen management approach supports and inspires management and leadership performance in challenging situations.

## Target Group

1. Managers and specialists from all areas
2. Executives
3. Managers who increasingly need to think and act holistically
4. High potentials who need a sound, in-depth education in holistic, sustainable management

## Topics

### What characterizes the successful company?

- Sustainable corporate management: The St. Gallen management approach for practice
- The dimensions of entrepreneurial success

### How do you measure the success of a manager?

- What good leadership performance should achieve
- The track record of a management career
- The personal success model as a compass

### Holistic approach

- Understanding the context and the interrelationships
- The St. Gallen Analysis Model
- Recognizing the impact of management decisions and management measures holistically

### Guidelines for management and employees

- What guidelines and specifications are needed to ensure that motivated, agile managers, employees and teams full of drive and agility are enthusiastically committed to achieving joint results?

### Success today, success tomorrow

- The balancing act between present and future orientation

### Your own leadership role

- What different leadership roles can management take on?

### The 2 ways of effective leadership

- The St. Gallen Leadership Model
- What managers can and cannot achieve thanks to social skills
- How successful leaders also use system-oriented leadership

### Strength in implementation

- Many ideas and concepts come to nothing: The reasons
- Anchoring results-oriented thinking in the corporate culture
- Execution: Strength in implementation
- Incorporating values and responsibility for society into the management system

# St. Gallen Management Program

Think holistically, act focused.

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e27](http://www.sgbs.com/e27)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 9'900.- excl. VAT, 3 + 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e27](http://www.sgbs.com/e27)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

### Part 1: The St. Gallen Management Concept in practical application

Using concrete examples from practice, we demonstrate the importance of holistic management for a successful managerial role. In the application part, participants learn how to use the most important tools of the St. Gallen Management Concept to solve specific cases. This enables them to use this philosophy in their own work environment.

### Part 2: General Management: Understanding the Big Picture

The interrelationships of corporate management

- General Management
- Strategic Management
- Business Development
- Innovation and Startup
- Market analysis
- Key financial and accounting figures
- Planning, budgeting, cost and revenue management
- Leading employees and teams
- Leadership tasks in agile structures

### Benefit

What makes the St. Gallen management approach so valuable? How does the holistic management model work in practice? How is it used? In this program, you will learn to understand complex relationships, to think holistically, but to act with commitment and high implementation power. Focus: Think holistically, act simply.

## Participants

1. Managers who need a comprehensive overview of the optimal functioning of a company
2. Executives and those responsible for results who want to review and further optimize their impact in general management using the St.Gallen management approach

## Topics

### The St. Gallen Management Concept

- The holistic responsibility for success
- Management models from St. Gallen
- Think complex, act simply
- Best Practices
- Application examples
- St. Gallen tools for your own practice

### Strategy, innovation, digitalization

- Identify new business, opportunities and future markets in good time
- Develop effective ideas and strategies with suitable tools
- Business models in the digital world

### Focus customer

- Marketing strategy as a management task
- Reinventing customer value
- Defensible competitive advantages

### Financial results

- Plan and realize profits
- Financial context
- Making financial decisions
- Financial management and controlling

### Leadership skills

- Leadership and leadership philosophy
- Using your own strengths as a leader
- Increasing leadership effectiveness in the management team
- Bring agility into the company

# Transition to General Management

Taking responsibility for an important part of the company.

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/ehp20](http://www.sgbs.com/ehp20)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 13'900.- excl. VAT, 3 + 4 + 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/ehp20](http://www.sgbs.com/ehp20)

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Phone: +41 71 225 40 80

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## Conception

This program shows connections and provides a framework for success-oriented management. It gives you tools, methods and personal behaviors to successfully handle this major management task.

## Participants

1. High achievers from all areas who want to prepare for a role with increased and comprehensive responsibility
2. Those responsible for profit centers and business units who already perform this function but want to acquire additional impulses and skills through this intensive program
3. Responsible for cost and profit centers
4. Current and future managers of business units, customer groups, product groups, large projects

## Topics

### Good management – success as a manager

- The holistic St. Gallen management approach
- The basic model of good and correct management

### Normative principles

- Purpose, mission, vision and values of the company to be implemented in one's own area
- The importance of rules: desired corporate culture, lived leadership behavior
- The importance of trust, compliance, responsibility for society, environment
- Appreciation and empathy as a basis for employee management
- The right dose of agility and self-organization as a prerequisite for dynamism, customer proximity and entrepreneurship in the company

### Principles of success in strategic management

- Principle of success: Attractive, growing and profitable markets
- Principle of success: understand and redefine the logic of the industry
- Principle of success: The right positioning in the competitive environment

- Today's business: defend, expand, optimize
- The business of the future

### Innovation, New Business Models

- How new technologies can destroy old business models
- Growth with new businesses

### Marketing, sales and customer management

- Converting strategies into marketing concepts
- Customer management, key account management

### Leadership, leadership behavior

- Personal leadership skills
- Agility and action competence
- Personal communication behavior

### The financial management task

- Systematics of financial management
- The tasks: planning, budgeting, delivering results
- What results: The financial indicators
- Understanding controlling data
- Create investment proposals

# Optimal organization: Structure. Dynamics. Agility.

The company as a high-performance organization

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e89](http://www.sgbs.com/e89)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 5'500.- excl. VAT, 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e89](http://www.sgbs.com/e89)

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## Concept

The organization of a company must be consciously designed. Why? It is the powerful effect that the chosen organizational structure has on the way we think and act. The structure points the way to the future. The leadership principles determine dynamism, agility, operational excellence and the power of implementation.

## Participants

Participants are decision-makers and managers who want to absorb modern knowledge about the optimal structuring and functioning of a company or a significant sub-area in order to derive valuable insights for the formation and change of organizational structures, processes, management principles and implementation tasks.

## Topics

### Decisions on the organizational structure

- Structural models and their advantages and disadvantages in practice
- The key questions when making structural changes
- Competitive advantage thanks to organizational structure
- Designing simple, success-driving structures
- Determining the optimum balance between centralized and decentralized management

### Autonomy and scope for action: centralized and decentralized management

- Advantages and disadvantages of centralized control
- The advantages of decentralization and self-organization
- Promoting autonomy of action and entrepreneurship
- Finding the right degree of self-organization and autonomy depending on the situation

### Leadership principles

- Leadership principles as guidelines for management
- Dynamism and entrepreneurship as a cultural element

- Agility and self-organization as a lived management principle

### Operational excellence

- Ongoing optimization of quality, productivity and performance
- Cost reduction and cost variabilization: survival in difficult times
- Speed and customer proximity

### Planning restructuring

- Focus on core businesses
- Withdrawal and divestment
- More effective structures and processes

### Systems and management tools

- Incentive systems
- Navigation systems

### Change management 1:

- The success principles of skillful implementation
- Implementation tools
- The adaptable organization

### Change management 2:

- Active change management
- Winning employees for necessary change
- The implementation-focused leadership behavior

# Leading High-Performance Organizations & Teams

Higher productivity. Better performance. Operational excellence.

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see: [www.sgbs.com/eav39](http://www.sgbs.com/eav39)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 8'900.- excl. VAT, 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/eav39](http://www.sgbs.com/eav39)  
E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)  
Phone: +41 71 225 40 80

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## Concept

People often try to be successful through new strategies and "big leaps". But there is another way: excellence in day-to-day business. It is often the many small things that decide whether customers become fans; whether the quality is right and expensive correction of defects becomes unnecessary; whether we win orders thanks to speed or lose them due to slowness; whether the process costs are low and we earn money despite depressed prices. One of the most effective instruments of successful corporate management is to further develop and constantly improve high levels of excellence and productivity in day-to-day business. This program shows how managers can achieve this in their own area of responsibility.

## Participants

1. Managers with responsibility for quality and high performance in day-to-day business
2. Division, business unit and profit center managers
3. Managers responsible for the operational success of key processes

## Topics

### Performance and result optimization

- Performance-oriented corporate management
- The path to a "World Class Company"
- Strategy, structure and process management

### Competitive advantages and business excellence

- Core competencies thanks to optimized structures and effective processes
- Business excellence & digital transformation

### Making the organization more dynamic

- The agile company
- Fit for digitalization and technology disruptions
- Fit for innovation and digital business

### Optimize processes

- How digitalization, automation, artificial intelligence and other major developments are changing processes
- Analyze, streamline and accelerate your own processes

### The customer-focused process organization

- Customer-focused process design: Connecting the real and digital worlds
- Flat hierarchies and expansion of decision-making authority
- Flexible structures, networked organization

### Change Management

- Agility: the new form of self-organization
- What is centralized and what is decentralized?
- The potential of self-managing teams

### Performance: Above-average performance

- Performance management
- Focus on performance. Focus on motivation.
- Achieving above-average results

### Managerial Effectivity

- What characterizes particularly successful managers?
- How do you achieve a high level of effectiveness - especially when leading managers, departments and teams?

# St.Gallen Management & Leadership Program

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e93](http://www.sgbs.com/e93)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 10'900.- excl. VAT, 3 x 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e93](http://www.sgbs.com/e93)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

This seminar provides the essential knowledge on the topics of management, corporate leadership and personal leadership behavior.

You will receive the important overview of the overall context of good and successful company management from a business perspective.

In addition, skills in the areas of self-management, leadership and communication are deepened: you recognize your behavior as a team member, your strengths and weaknesses in communication, your skills in motivating others and your potential as a leader.

## Participants

Younger managers and high potentials who are looking for directly usable knowledge of business administration and management on the one hand, their own social skills and personal behavior in a team on the other.

## Topics

### Business contexts

Business administration, management and corporate governance as an integrated system. Actions for a successful present and a promising future.

### Strategic Management & Corporate Governance

How do you develop a good strategy? What does it take to implement strategies? What do the management's instructions mean for your own role as an emerging leader or advanced junior manager?

### Marketing and Sales

Which marketing components are combined to create a promising marketing concept? How does good marketing work?

### Achieve business metrics & goals

You have to know the financial data, key figures and terms used in the company in order to be able to participate competently.

### Behavior in a team: social skills

Ultimately, however, it is always the personal skills in dealing with others that are needed to be able to work successfully in a team: Behavior as a team member; the art of asserting yourself in a pleasant way; agility and resilience. You learn to contribute as part of a team and to have a motivating and performance-enhancing influence on others.

### Leadership and communication

In addition, the skills in the areas of self-management, leadership and communication are deepened: you recognize your strengths and weaknesses in communication, your skills in motivating others and your potential as a leader.



Find these programs online



Programs and Courses for  
Executives and Management

# Strategic Management

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# Strategy in the Age of AI and Digital Disruption

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e31](http://www.sgbs.com/e31)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 5'900.- excl. VAT, 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e31](http://www.sgbs.com/e31)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

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## Overview

Those who make key strategic decisions in the face of digital challenges and change determine success or failure in the future. It is precisely these decisions that determine the well-being of the company and its benefits for customers, employees and investors.

Top speakers with many years of practical experience and a profound scientific basis present strategy concepts. They show how forward-looking strategies are developed and implemented.

## Topics

### Strategic management as a leadership task

Strategic leadership is the responsibility of managers and decision-makers who are accountable for success. The preparatory work of developing analyses, business models, and plans can be delegated to lower levels of management. However, the final assessment of the initial situation, the identification of the need for action, and the key decisions about the future of the company, its business areas, subsidiaries, or business units cannot be delegated. The managers responsible for this must therefore assume their "guiding responsibility" and initiate a process of reflection and discussion on the most promising strategies that take into account the unpredictability of the markets.

### Challenges, starting point, need for action

The challenges are enormous: new geopolitical realities, constantly changing political and economic conditions, new technologies, disruption and digitalization, artificial intelligence as a game changer, new values and ways of working. When assessing the starting point

and the relevant need for action, it is important to avoid some almost classic pitfalls: Opportunities arising from new customer needs, technologies, and market constellations must not be missed due to hesitant behavior. Threats should be taken seriously. Once the need for change has been recognized and accepted, the urgency of the situation must not be underestimated. Often, there is little time left!

### Strategy as a framework

Successful managers are aware of these pitfalls. They face these challenges head-on. Because they know that only clear normative guidelines and strategic decisions can create the freedom that not only allows for dynamism, self-organization, and entrepreneurial results at downstream levels, but actually encourages them.

### Only the best possible strategies are good enough

The best possible strategy determines the future of the company, jobs, employee satisfaction, owners, and stakeholders. How do you find the best possible strategy? What is the right ap-

proach? Which strategies are feasible and which are not? This includes vision, mission, corporate, business, and functional strategies, digital strategy, defending and expanding market positions, innovation, entering new markets, start-ups, setting the course for investments, finances, structures, HRM, and M&A.

## Participants

1. Members of the management and the board of directors.
2. Entrepreneurs or company successors.
3. Managing directors, division and profit center managers.
4. Line and staff managers and project managers who are significantly involved in strategy projects and change processes.

# Strategic Management for Executives

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e30](http://www.sgbs.com/e30)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 9'900.- excl. VAT, 4 + 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e30](http://www.sgbs.com/e30)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Overview

This program for executive management is to demonstrate the complex strategic knowledge required today in a practical way and to provide a comprehensive set of tools for implementation.

## Topics at a glance

- Strategic analyses for disruptive times
- Options for action for the future
- Strategies for securing the future
- Strategies in special situations
- Structure follows strategy, lean organization
- High performance thanks to culture, structure and performance
- A new mindset for new strategies
- Consistent strategy implementation

## Implementation

Good strategies deserve good implementation. In addition to the necessary resources and effective measures, this requires a special skill: implementation expertise. How is an entire organisation geared towards implementing new strategies? How is implementation strength created? How important is the optimisation of structures and processes? How is it possible to get management teams and employees committed and motivated for the implementation process?

## Concept

The dynamic nature of competition is forcing companies of all sizes and in all sectors to constantly adapt and actively manage change.

However, this requires a controlled interplay of several factors in strategic corporate management:

Visions that inspire; accepted normative guidelines; initiatives that lead recognizably in the right direction; customer-oriented business segment divisions; cost-optimized structures and processes; innovative marketing concepts that strengthen existing market positions and open up new, e.g. digital, markets.

But also a corporate culture that promotes the ability to learn, incentive systems that inspire entrepreneurial

thinking and leadership that enables commitment and performance at all levels.

This requires managers who understand strategic leadership in context, who are able to formulate strategic concepts with their employees, identify options for action and initiate and implement measures in a targeted and motivating manner.

## Participants

Ziel des auf das Executive Management ausgerichteten Seminars ist, das heute nötige komplexe Strategie-Wissen griffig aufzuzeigen und ein umfassendes Instrumentarium zur Umsetzung zu vermitteln.

1. Members of the management and the Board of Directors.
2. Entrepreneurs and successors.
3. Managing directors, business unit and profit center managers who have to make important decisions about the future for their area of responsibility.
4. Practitioners who want to scrutinize their strategies and concepts.
5. Managers and project managers from line and staff who are significantly involved in strategy projects and change processes.

## Topics

### The strategy concept

- Strategic management as a navigation tool for the future: management in turbulent times
- Customer focus, shareholder value & employee orientation as the core of long-term viability
- The phases of effective strategy development

### Strategic analyses: Markets of the future

- The latest analysis tools and techniques for quickly determining the starting position
- Artificial intelligence AI as an important tool for strategic analysis
- Correctly assessing the current market position and competitors
- What do "hidden champions" do better?
- Avoiding the powerful and creating your own markets?
- From the customer problem to creative business and market definition
- Digital competitors: learning from the best
- Actively counter substitutions, manage innovations

### Options for the future

- Basic and business strategies: More customer benefit - more margin
- Skilfully using the business ideas of digitalization
- Thinking in alternatives and scenarios: What will change in the future?
- Building distinctive products and services: Customer experience management - uniqueness, differentiation
- Start-up concepts for established companies

### Strategies in special situations

- From success strategies in stagnating industries to the final battle in shrinking markets
- Keeping pace in fast-growing markets - technology as a driver
- Competitive strategies at group level and in multinational companies

### Structure follows Strategy

- Structures that promote entrepreneurial concepts: Concepts for self-organisation and management effectiveness
- The best organisational structures for high flexibility and customer proximity

- Revitalizing companies, new efficient forms of organization, modern Leadership

### Strategic controlling

- Recognize strategic imbalances at an early stage
- Monitor scenarios, trends and assumptions
- Review your own risk management
- Do not underestimate disruption and the disruptive power of new business models
- Recognize strategic opportunities
- Create new markets, new growth and new EBIT potential

### High-performance organization

- What does it take to set standards in terms of productivity, performance and competitiveness?
- Which structures and processes fit the strategy, the corporate culture and the existing skills?
- Structural design and capability development in times of major change
- Business excellence and digital readiness as core competencies for successful strategy implementation

### Turning strategies into market success

- Implementing strategic goals in the sales concept
- Exploiting potential, customer profitability and unused potential: making the "untapped treasures" of our company visible

### Change und Transformation

- Fit for change: where do we stand?
- Agility: a new buzzword or a successful implementation concept?
- The successful, strategy-compliant transformation of the company
- Implementing the new strategy as a challenge for management

### Leadership in implementation

- The application of new management principles in the implementation of strategies

# The Strategic Leader Program

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e16](http://www.sgbs.com/e16)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 9'900.- excl. VAT, 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e16](http://www.sgbs.com/e16)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

What does it take to successfully manage business units? Which concepts are successful in which situation? In this program, you will find answers and solutions to these questions that can also be of great benefit to your company.

## Participants

1. Executives from divisions, business units, business areas, business units and profit centers
2. Heads of important functional areas who are responsible for important tasks in managing and supporting the company

## Topics

### Business Mission and Vision

- The ultimate purpose
- Identity and vision from the perspective of the owners and supervisory bodies

### Leadership principles and values

- Mission statement and management principles
- Desired corporate culture

### Guidelines from above

- Guidelines for the management of the divisions, business units and subsidiaries

## Topics

### Role and leadership tasks of management

- Ensuring long-term viability
- Compliance with principles and shared values
- Achieving the desired sustainable goals
- Ensuring the continuous development of customer benefits

### Strategy for the company

- Determining the future core business
- Selection of the development business
- Standard strategies for the individual business areas

### Strategy for the business units

- Develop and present strategies for the subsidiaries, their business areas, business units and functional areas
- Harmonize sub-strategies with the corporate strategy

### Organizational structure

- Structure and organizational principles

### Performance and result optimization

- Performance-oriented corporate management
- High performance, high job satisfaction

### Strength of implementation

- How implementation strength is created
- Which concepts of implementation prove themselves in the world's best companies

### Advanced Leadership

- Self-organization in groups
- The role of management in the development of agility and resilience
- The role of management in building a high-performance organization

### Change Management

- Combining the tried and tested with the new as a successful principle of change management

# Operational Excellence Program

**Productivity. Performance. Quality. Effectivity.**

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e33](http://www.sgbs.com/e33)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 9'900.- excl. VAT, 4 + 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e33](http://www.sgbs.com/e33)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Participants

1. Senior managers
2. Those responsible for business areas, business units and profit centers who focus their areas on productivity and quality
3. Managers from functional areas

## Concept

How can a company's performance and results be continuously optimized?

How can a company be brought to a world-class level in terms of productivity and quality? What needs to be done to anchor optimized processes, productivity and effectivity in the company?

The aim of this executive program is to present best practices, tools and experience from renowned companies and to receive concrete impulses for the design of your own "high-performance organization".

## Topics

### Focus on operational excellence

- Operational excellence in day-to-day business as a prerequisite for a high-performance organization
- Operational excellence: what does it consist of and how is it achieved?
- Performance-oriented management: The holistic approach to managing the performance of the company and its divisions

### Performance-enhancing structures

- The great importance of organizational structures for the thinking and actions of employees
- How structures guide the company's development direction
- What is the best structure: Ways to develop the operating model

### Importance of process management

- The importance of process management
- The most important processes of a company
- The metrics for process quality
- The role of process management as a business enabler

### Quality, productivity and performance

- The design of the value creation process
- Quality and customer satisfaction
- The productivity of white-collar workers

### Strategy implementation through process management

- Competitive advantages thanks to process management
- Be more productive, faster, better
- Be more accurate thanks to business analytics
- Be leaner and more cost-effective
- Be more transparent and manageable

- Be more emotional and closer to the customer
- Be more effective in marketing and sales

### Execution: Strength in implementation

- Less Powerpoint, more understanding about common goals
- Fewer concepts, more precision in interaction
- Fewer meetings, more implementation
- What characterizes companies that are strong at implementation?
- What principles and leadership behavior characterize a strong, implementation-oriented leader?
- How can executives massively increase the implementation strength in their area?

### Implement skillfully

- Implementation by decree: often not effective
- The better principle: inspire, provide incentives and self-organization
- Social skills in change processes
- Change management: consider laws, use instruments



# Executive & Organizational Leadership Programs

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# Executive Leadership – Leading Leaders and Organizations

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e98](http://www.sgbs.com/e98)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 9'900.- excl. VAT, 3 + 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e98](http://www.sgbs.com/e98)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Concept

Executive leadership begins when it comes to aligning a large number of people towards common results.

The larger the organization, the more difficult it is to influence individuals as a leader. Nevertheless, you must achieve this in order to achieve your full impact. What tools and methods are available for this? How should they be used?

The participants are managers and specialists with several years of management experience. They know that there are always new situations in the company that require a review of their own leadership principles and the way they lead. This seminar offers an ideal platform for such an 'assessment of personal leadership logic'.

## Participants

This program is suitable for experienced managers from renowned companies.

## Topics

- Actively shaping leadership, bringing leadership impact into the organization
- Professionally managing leadership principles and corporate culture
- Value-based leadership: anchoring leadership through personality in the company
- Results-oriented leadership: what distinguishes strong motivators
- Team building, focusing on the right employees
- Optimizing the influence process between boss and employee
- Leadership beyond the hierarchy
- The skillful balance between emotionality and rationality in leadership
- Social skills, communication and conflict management
- Dealing with power as a manager
- Network management and executive change management
- Preparing employees for upcoming transformation

## Competencies for successful 'New Work'

- Increasing my efficiency: From task orientation to people orientation
- Using diversity for the company in line with the strengths approach
- Personal development: "Feedback is the breakfast of champions"
- Using communication as a management tool
- Work-life balance: How do I manage to 'reconcile' professional and private success at the same time?

# Driving Transformation & Change

The transformation from today to the desired future.

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e01](http://www.sgbs.com/e01)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 8'900.- excl. VAT, 3 + 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e01](http://www.sgbs.com/e01)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Concept

Changes and upheavals take place at different levels in a company. Only a holistic change model approach makes it possible to select exactly those changes that are really relevant from the multitude of possible changes. After all, nothing is more dangerous than exaggerated change dynamics: changing what has proven itself and does not need to be

changed at all. At the same time, however, nothing endangers the future more than failing to adapt to necessary changes or sleeping through them. The program shows how this path can be optimally planned and followed by management. The program shows how the scanning of externally and internally triggered or expected changes can identify the need for action. It shows how the change management process can then be initiated and controlled. It provides the tools and knowledge for transforming the company from the present into the desired future.

### Recognize transformation

When major changes are imminent, a company must renew itself. The transformation of a company from a comfortable today to a desired future is one of the most challenging management tasks.

## Structure

**Part 1:** Understanding disruption and the need for change: Need for action and need for change from a strategic perspective. 4-day seminar on business development.

**Part 2:** Change in structure, processes, culture and behavior of all employees. 4 days.

## Participants

Participants are executives and successful practitioners who want to further develop their change management skills and integrate their management team into necessary change processes.

## Benefit

In this seminar, you will learn how to review a company or a sub-division with regard to changes and the need for action. You will learn how to apply the tools of change management in a controlled change process.

## Topics

- Success today: How sustainable is it, what could jeopardize it?
- Success tomorrow: What changes are needed?
- The dynamics in the industry, in competitive behavior, in the customer system
- Technology dynamics, digitalization and internet business
- The normative system: changes from owner logic and guidelines

## Topics

- Earnings development: positive trend or falling profit margins?
- Resource management: according to clear priorities, in line with strategy or questionable?
- Environmental developments: Trends and external drivers of change
- Presenting the relevant change, drawing the right conclusions
- Consequences of megatrends and change for management and employees
- Designing the new high-performance organization
- Adapting structures, processes, culture and behavior to change
- Implement what needs to be implemented: The manager as change manager

# Leadership for Executives

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e74](http://www.sgbs.com/e74)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 5'900.- excl. VAT, 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e74](http://www.sgbs.com/e74)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Participants

1. Managers and specialists with several years of management experience
2. Executives facing new challenges

## Concept

Managers in successful companies want a modern, contemporary leadership style – for themselves, but also for their entire management team.

Of course, this leadership style has to fit:

- to the respective situation with its specific requirements for skillful leadership
- about the company's business model
- to the given leadership principles
- on the importance of decentralized self-organization or deliberate centralized management and control
- to the personality of those to be led on the one hand, and of the leader on the other.

Anyone who has an important management role in the company must therefore find an answer for themselves to the question: "How do I want to lead in order to be able to make the best possible use of my own strengths as a person and to continually increase motivation and performance in my area of responsibility in line with the situation?"

## Topics

### Guidelines for leadership

Anyone who wants to successfully manage their own area of responsibility must take overarching guidelines into account. These correspond to the will of the owners, the board of directors and the top management.

### Advanced Leadership

- What makes good leadership?
- Leadership as a concept of successful corporate management
- -Alternative leadership philosophies and their impact in practice

### Strengths as a leader

- Analyze your own leadership
- Make even better use of your personal performance potential
- Different leadership approaches: Which one suits you and which one doesn't?
- Further develop required leadership skills

### Lead effectively

- Agree on ambitious goals
- Recognizing and developing employees' skills

- Delegate responsibility to the place where the action takes place
- Leading by example
- Coaching the team on the road to success
- Dealing with complexity correctly
- How to deal with stress, disruptions and frustration
- Leadership and leadership success even in difficult situations

### Set the course and lead effectively

By attending this program, you will receive concrete ideas to further improve the quality of management in your area of responsibility.

You will gain knowledge and skills

- to explain the course and specifications from above in a step-by-step manner and make them a reality.
- Thanks to motivating leadership, the team and employees can be focused on results and performance and at the same time managed in such a way that high motivation and job satisfaction are achieved.

# Advanced Leadership Program

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/eav37](http://www.sgbs.com/eav37)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 11'900.- excl. VAT, 3 x 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/eav37](http://www.sgbs.com/eav37)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Concept

Leadership is employee management. Also, but not only. Anyone who is responsible for a division or an important business unit knows that an organization cannot be managed using the tried and tested methods of employee management alone. More is needed. It needs corporate leadership. This program provides the necessary knowledge and tools for this highest form of leadership.

## Participants

The program is aimed at decision-makers from senior management levels. What they have in common is that they cannot sufficiently lead their area of responsibility with motivational leadership alone. What is also needed are skills such as setting direction, inspiring enthusiasm for the common future, setting the right goals, shaping culture, promoting management quality, exemplifying values, bringing about change and implementing decisions across several hierarchical levels.

## Topics

### Part 1: Setting the direction – Strategy

#### Corporate Leadership

- Pointing the way to the future
- Steering the company in the desired direction
- Corporate management model

#### The given mission

- What the decision-makers want
- What the company's mission should be

#### Vision, values, behavior

- The role of the company in the future
- The values to be adhered to
- The expected behavior

#### Strategy and resource management

- Scenarios, trends, technology
- Identity today and tomorrow
- Expand core business, build up new business

### Part 2: Leadership

#### Strategic leadership

- Executive Leadership Model
- Making important leadership decisions consistently

#### Forming the management team

- The role of the company in the distant future

- The values to be adhered to
- The expected behavior

#### Becoming effective as a management team

- Shaping the management team
- Steering with targets
- Steer with guard rails

#### Motivation and performance

- Motivating for performance
- Design incentives consciously
- Reward performance

### Part 3: Operational Excellence

#### Creating a high-Performance organization

- Ongoing optimization of quality, productivity and performance
- Decisions on the organizational structure
- More effective processes
- Successful implementation

#### Change: from resistance to commitment

- Which change triggers high resistance
- The instruments of change management
- The manager as change manager

# High Impact Leadership Program

Mehr Leadership – Mehr Wirkung.

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e75](http://www.sgbs.com/e75)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 12'900.- excl. VAT, 3 + 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e75](http://www.sgbs.com/e75)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

The good leader agrees ambitious goals, develops skills, gives scope for action, responsibility and resources, sets a good example and coaches his team on the road to success. This is the theory. The practice is more complex, because no two situations are the same. Leadership in practice requires individual fine-tuning. The ability to assert yourself in the thicket of the day. Finding the right path despite stress and disruptive factors. To stick to the common goal despite defeats or – in the sense of permanent learning – to make adjustments in day-to-day business. Today's leader masters the entire leadership process: from vision to action.

### Leader qualities

Good leadership increases the efficiency of the entire company. In the competition for market share, orders or customer relationships, the companies with better leadership usually win.

## Participants

1. Managers and specialists with several years of management experience
2. Executives facing new challenges

## Benefits

What makes good leadership? Based on many successful examples from practice, participants have the opportunity to analyze their own leadership and learn to make even better use of their personal leadership potential. They receive valuable ideas and impulses for motivating and results-oriented leadership in their own area of responsibility. They learn how to increase the effectiveness of their employees while at the same time optimizing motivation and job satisfaction.

## Topics

The program offers insights into one's own leadership behaviour. Participants learn how to skillfully apply important principles of successful leadership in their own area.

- Leadership as a concept for successful corporate management
- Laws and principles of action: Theory and practice
- Alternative leadership philosophies – different leadership approaches
- The success mechanisms of good corporate management
- The competencies and skills of the leader
- The importance of the respective constellation
- Own strengths and optimization potential
- Applying the findings in specific leadership situations
- Recognizing your own strengths as a leader
- Impulses for more impact
- The desired leadership role
- New tools, new behavioral patterns and tips for their practical application
- Good communication behavior
- Leading effectively

# Becoming a Leader of Leaders

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e86](http://www.sgbs.com/e86)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 10'900.- excl. VAT, 4 + 4 + 2 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e86](http://www.sgbs.com/e86)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

Leadership is a task that you grow into step by step. On the one hand, it is about your own leadership personality. It's about leadership style, motivation and assertiveness. Knowledge of human nature, personal appearance and impact. With increasing responsibility and the rise in the company hierarchy, the proportion of management tasks increases. Leading managers; filling key positions; designing target and incentive systems; ensuring the implementation of decisions made; working atmosphere and employer attractiveness, managing necessary change, deepening results orientation, expanding entrepreneurship in the company, talent management and much more.

These increasingly conceptual leadership issues require new, expanded skills. Executive leadership is needed. This includes all those topics that can no longer be mastered with personal motivation and the right leadership behavior alone. Executive leadership is the art of steering an entire organization or a sub-division in a direction desired by the company. This requires new knowledge, new tools and new skills.

## Structure

Leadership means achieving overarching goals and guiding a large number of employees towards a desired future.

**Part 1:** Leading successfully

**Part 2:** Being a Leader

**Part 3:** Leading teams  
(online 2 x 4 hours)

## Benefits

This seminar shows which tools, methods and personal skills should be used. It helps you to manage a larger area of responsibility according to the recognized rules of management theory.

## Target Group

1. Managers with extended responsibility;
2. Top performers who manage a department;
3. Managers who want to motivate employees for change;
4. Those responsible for change management tasks.

## Topics

- Leadership: Models, best practices and principles of effective leadership
- Where good leadership is needed
- What can and cannot be achieved through leadership
- What personal skills are needed
- Which leadership situations are particularly challenging
- Why leadership is also about shaping systems
- How digitalization is driving change
- Leadership concepts for motivating leadership in the digital world
- Why it is essential to find your individual leadership style
- How to bring out your own strengths as a leader
- Which leadership principles and behavioral patterns characterize authentic leadership
- The digital transformation as a leadership task

# Personal Leadership Effectiveness

The leadership program for high potentials.

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/ehp41](http://www.sgbs.com/ehp41)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 9'900.- excl. VAT, 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/ehp41](http://www.sgbs.com/ehp41)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Participants

1. Performance-oriented high potentials who want to increase their effectiveness and performance
2. Younger managers, entrepreneurs and specialists who want to learn about smart methods that can help them achieve high performance while maintaining a healthy work-life balance
3. Managers who want to achieve significantly more in less time

## Construction Moduls

**Part 1:** Leadership: What makes leadership truly successful.  
4 days.

**Part 2:** Communication and leadership personality.  
4 days.

## Topics

### Leadership Performance / Exercising Influence / Personality Power

- Consciously control your personal multiplier effect
- Optimizing personal influence behavior
- Why "moments of truth" are of enormous importance
- How can I radiate even more personality strength?

### Effectiveness, effectiveness and impact

- Increasing personal effectiveness and performance
- What methods do the best actually use?
- Best practice productivity toolbox
- How to avoid being efficiently ineffective
- Ways out of operations – focus on goals and results

### High-Performance Coaching

- Leading employees to personal responsibility through coaching
- Learn and practice modern problem-solving and decision-making methods
- Proven schemes to solve difficult employee situations

### Lifestyle, work-life balance

- The combination of performance and life balance
- Focus areas of personal life planning
- The 3 pillars of life: health – work – relationship
- What do studies say about "personal happiness"?
- Mental Cockpit – How do I control emotions

### Your benefit

This inspiring program was specifically developed for managers, decision-makers and specialists who want to focus on results and goals. After this training, you will know how to consistently keep the day-to-day operational business at a distance and where you need to start in order to increase your personal effectiveness.

# Leading Across Borders and Cultures

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/ehp40](http://www.sgbs.com/ehp40)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 7'900.- excl. VAT, 4 + 2 days. The second part takes place online (2 x 4 hours).

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/ehp40](http://www.sgbs.com/ehp40)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Participants

Participants are high potentials who put the team and team success first, who are committed to the role of team coach and who want to learn about and train impulses and tools for this.

## Concept

Most of the time, it is the team performance that determines success. Companies are organized on a division of labor, and overall performance is then the result of many contributions to a whole. It is therefore the team performance that is needed. In such situations, the manager becomes the coach. The aim must be to achieve the expected success with a well-orchestrated team. The managers job is to inspire enthusiasm for common goals, show ways forward, provide resources and support team members in fulfilling their tasks with advice and action, but also to motivate and support them. The support should promote and enable skills, while at the same time strengthening the willingness of team members to

take on initiative and responsibility themselves. In which situations is team coaching the best leadership approach? How can this role be taken on successfully?

### Aims of the program

In this program, we show how many individual achievements can result in an optimized overall performance. We show what it takes to be a good coach, what roles the team members have and what group dynamic processes need to be controlled in order to maintain a high sense of togetherness and the joy of achieving common goals.



## Topics

### Motivation and performance thanks to good team leadership

Team coaching is the right leadership style when the best results can be achieved not primarily as a sum of good individual performances, but through the interaction of an orchestrated group of people in the company. In these situations, the boss should take on the role of team coach.

- What principles play a role in leading a team?
- Coaching as a results-oriented leadership style
- Promote and indirectly guide

### The art of increasing motivation and performance

- Group dynamic requirements
- Team building and team development
- Social competence and development of skills for result-oriented work
- Communication and motivational conversation
- Coaching as a tool for improving performance
- Skilled feedback from the group
- Team coaching as a tool for conflict management
- Utilizing personal strengths

### The confident leader

When everything is going well, leadership is easy. True sovereignty is shown in difficult situations. In conflicts. In dissatisfaction. Demotivation. Incomprehension of decisions made. Injustice perceived by employees. Threatening loss of trust. When goals from above are seen as wrong. This is where the confident leader is required. This is where they can prove their class.

- The path to becoming a leader
- Typical personality profiles
- Lead authentically and credibly

### Values as pillars of a personality

- The personal canon of values
- Communicating values in the company

### The effect on others

- Make the first impression positive
- How verbal and non-verbal communication takes place
- Communicate messages convincingly

### Own strengths

- Your own strengths as a leader
- Sharpen your own impact in a targeted manner
- Use your personal advantages more effectively

### Effective communication

- The art of capturing language
- Psychological insights into communication
- Verbal and nonverbal communication
- Body language, facial expressions, gestures

### Successful negotiation in everyday conversation situations

- Laws of negotiation
- Convince people of your own arguments
- Achieve your own goals without losers

### Convince people sustainably even in difficult situations

- Leadership in difficult situations
- Sovereignty as a leader in emerging or acute conflicts
- The winning interaction with employees, colleagues, superiors, customers, suppliers
- Get involved in meetings and assert yourself

### Your own leadership role

From a group dynamic perspective, everyone in a team has taken on a role over time: The born leader who always wants to get his way. The integration figure who strives for compromise. The creative nutcase and dreamer. The reliable worker who never says no. Appearance, impact and persuasiveness are then ingrained, the informal organization plays with its power structures. Everyone has a very specific appearance, a charisma and effect that conforms to their role. But what if you want to change something about this role and develop further?

- Winning appearance
- Make the most of your personality
- Feedback: How do I really appear?
- Learn how to break down fixed roles in group dynamics
- The importance of inner peace
- Assertiveness and powerful personality

Programs and Courses for Executives and Management

# Self-Leadership, People & Team Management

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# Leadership through Personality

**Good knowledge of human nature. Convincing appearance. The confident leader.**

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e78](http://www.sgbs.com/e78)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 4'900.- excl. VAT, 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e78](http://www.sgbs.com/e78)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Concept

In business life, there are numerous situations in which first impressions determine success or failure. It is not the personality as it really is that is perceived; time is far too short for that and the focus is purely business-oriented. Rather, it is about the personality as it is perceived and remembered after a few seconds, after a handshake with a few sentences or after a «small talk». It is the first impression that is decisive for this initial perception of personality. Managers should recognize the first impression they themselves make. They should recognize what they can do with simple and quickly implementable means to appear confident, likeable and competent. However, those who appear confident must also «deliver». The high expectations must be confirmed by performance and effectiveness. Managers need to be highly effective in their day-to-day business. This is how you increase your personal performance, but also the effectiveness of entire teams and organizational units.

## Participants

Participants are managers who want to examine and adjust their own impact on others. Participants want to recognize their own appearance and impact and, where necessary, adjust it.

## Benefits

This seminar offers the opportunity to recognize, confirm or improve your own appearance and the first impression you give off. By attending this seminar, you will be able to recognize whether your desired target is in line with the perceived actual and where and how improvements should be made. You will also review your effectiveness as a manager. You will learn new techniques to optimize employee performance while maintaining a high level of job satisfaction.

### Appearance and work

Personality seminar with groundbreaking insights for managers.



## Topics

What do you need to do to appear confident and convincing in professional situations?

- The first impression: superficial, but important
- The laws of human perception
- Prerequisites for sympathy, trust and positive perception
- Confident appearance: What does it involve? The elements.
- How do I come across? Practice and feedback in small groups
- Training in optimization measures
- Recommendations for implementation and consolidation

### Using your personal strengths as a leader

- Know yourself: Where do I stand on the path to becoming a confident leader?
- Understanding other people better thanks to knowledge of human nature and observation of behavior patterns
- Use this understanding to skillfully apply your own strengths at important moments
- How do I want to come across, what «personal image» do I want to build and maintain?

# High Performance People Skills for Future Leaders

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e67](http://www.sgbs.com/e67)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 8'900.- excl. VAT, 4 + 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e67](http://www.sgbs.com/e67)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Concept

If you want to achieve your goals, you need sound knowledge of leadership, personal appearance, impact and communication.

Knowing where your strengths, weaknesses and pain points lie is essential.

In addition, you need the indispensable will to examine and expand yourself and your behavioral repertoire. This is how you achieve sustainable leadership

success, this is how you achieve the «more» that you really want.

This is exactly where the 2 parts of the seminar come in: You will learn different «behavior and impact strategies» in everyday leadership: achieving high goals, conflicts, resistance, difficult decisions, fears, stress, working in teams, speaking in front of an audience. At the same time, you will train how to appear, communicate and negotiate with others and thus optimize your leadership, working and management style.

## Target Group

Managers, specialists and top performers from all areas who

- want to reflect on and develop their personality in a targeted manner
- want to apply their knowledge of effectiveness, personality and leadership behavior in their day-to-day management work
- want to systematically improve their personal productivity and effectiveness
- want to become more aware of their charisma and impact and seek inspiration for optimization

## Topics

### Leadership sovereignty

Characteristics of successful management and leadership behavior

### Self-reflection

Approaching management tasks consciously, dealing correctly with employees, superiors and customers in different situations

### Personality

Behaviors that bring about recognition and respect, ways to more serenity, «life balance» and sovereignty

### Passion

Motivate, inspire, communicate: Relationship quality, knowledge of human nature and trust

### Rhetoric and language

Speaking effectively, basic patterns of successful rhetoric, conscious and unconscious signals to recipients

### Impact, charisma, effect

Working and leading productively, impact leads to the «I» brand - or how do I want to be seen?

### Leading and communicating

- Winning conversations: radiating sympathy and competence
- Principles for effective communication

### Leadership and communication training

- Training on specific situations from everyday life
- Getting to know yourself - and feedback to optimize your own leadership and communication behavior

# Learning to Lead - The St.Gallen Approach to Effective Leadership

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e52](http://www.sgbs.com/e52)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 4'900.- excl. VAT, 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e52](http://www.sgbs.com/e52)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Overview

In most cases, success is based on ability. Of course, luck, the right timing, relationships and other aspects that are often beyond our control are also important. In the long run, however, the more competent person usually prevails. This also applies to success as a manager. But the key question here is: What skills are we talking about? What skills do you need to be successful as a manager? This seminar shows which leader-

ship competencies and social skills managers, project managers and specialists need in order to be successful in their working environment. Participants learn to recognize their own strengths and potential for optimization as a manager or specialist.

## Leadership skills course

Leading well means making effective use of your own leadership skills. The result of this leadership competence: motivation and willingness to perform on the part of employees and network partners.

## Social skills for managers

Teamwork is never completely conflict-free. Sometimes it's down to the people, sometimes the situation and often the logic of the business. High leadership competence therefore always requires social skills.

## Participants

The seminar is aimed at top performers, managers, experts and specialists from all areas who want to recognize and optimize their personal skills portfolio with regard to the challenges of their actual and future role.

## Topics

### Your own leadership performance

- Success at work: What skills are important?
- Your own impact in the business environment
- The skills of a successful manager

### Psychological laws of leadership

- Innate and learned leadership qualities
- Psychological insights
- Leadership typology
- Influence of psychological laws on individual leadership behavior

### Expanding leadership skills

- Core competence self-management
- Social and emotional skills
- Management and leadership skills
- Decision-making skills
- Creative, design and implementation skills

### Management tools and management methods

- Management tools and management methods
- The new working technique in times of digital and social media and sensory overload

- Dealing with complexity: thinning out and focusing
- Think holistically networked, act simply
- Leading with goals: From goal setting to coaching to performance optimization

### Mastering difficult situations

- Addressing dissatisfaction and uncertainty with your own role in the team
- Recognizing and resolving potential conflicts with difficult employees
- Why conflicts with colleagues and bosses are great opportunities and how to deal with them

### Build up employees

- Finding, selecting, hiring and introducing the right employees
- Recognizing and specifically promoting employee potential
- The role of mentor, supporter and coach

### Performance and job satisfaction

- Achieve both goals at the same time: High performance and high job satisfaction

# Collaborative Leadership Program – Leading People and Teams

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e79](http://www.sgbs.com/e79)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 8'900.- excl. VAT, 4 + 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e79](http://www.sgbs.com/e79)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

Young high achievers are closely observed by their bosses: Are they suitable for higher tasks? Is it worth promoting them and getting involved with them as a boss? The career path is open, many tests still lie ahead. Now it's all about positioning yourself as a talent worthy of promotion.

## Participants

1. Younger managers and professionals who want to further develop their personality and skills in leadership behavior
2. Young talent who want to contribute effectively to teams
3. Young, ambitious high achievers who already manage several employees

## Topics

### Training your own leadership behavior

Experience yourself in your role as a team member or team leader. In role plays with feedback. In simulated situations from practice. With noticeable improvements at the end of the training.

### Training of conversations

How do you react when you don't like something, when you are irritated or stressed? How do you try to convince others of your ideas? How do you motivate them? What are your communication patterns, what are the strengths and weaknesses in your everyday behavior? How do you deal with authority figures?

### Appearance and work in the team

- Achieve impact through personality
- Transfer enthusiasm to others
- Commit to team performance
- Personal strengths in the communication process
- Your personal performance potential
- Your own role in the team

### Leadership style

What is your predominant leadership style? Leadership needs to be trained.

Getting to know yourself is the first step to further developing your own leadership personality, and leadership personality is needed to become a good manager.

### Personal effectiveness: results-oriented

Some people achieve a lot with a reasonable workload, others work a lot and for long periods without achieving anything. Time commitment and performance are certainly related, but only if the manager is personally effective. They benefit from incentives to achieve more results with less stress.

### Convince. Motivate. Perform.

Colleagues, team members and bosses need to feel good about their interactions with you. This requires skills in the areas of persuasion and motivation. Often it is about asserting your own interests in a pleasant way.



# High-Potential Leadership Program – Accelerating Your Impact

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/eav75](http://www.sgbs.com/eav75)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 10'900.- excl. VAT, 4 + 4 + 3 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/eav75](http://www.sgbs.com/eav75)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Participants

1. Managers and specialists with the aim of inspiring their employees to achieve common goals and successes
2. High potentials who want to achieve ambitious results, especially through motivated employees

## Concept

Participants in this program are top performers and high potentials from all areas who want to examine what they can improve in their leadership behavior and the way they lead. Self-management, appearance and communication make you exactly the motivator that employees want: a boss who sets ambitious goals and helps everyone to achieve them together; a boss who is a role model, promotes and develops employees; a boss who communicates openly, criticizes understandably, gives and demands trust; a boss who sets a good example; a boss who stands up for his employees and their wishes and personal goals. The motivating leader is employee- and performance-oriented at the same time.

## Structure

- Part 1:** The effective leadership personality
- Part 2:** Leadership competence thanks to leadership behavior
- Part 3:** Understanding systems and complexity

## Topics

### Make optimal use of your own resources

Only those who have self-management under control can lead others. What leadership techniques and tools are important in order to optimize your own contribution to the well-being of the company?

### Multiply your own effectivity

How can you optimize your own effectiveness? Compare the solutions offered by management theory with your own leadership style!

### Act confidently and convince

In business life, there are numerous situations in which a confident demeanor and convincing self-presentation are important. Optimize your personal impact through knowledge, training and feedback.

### Communicate skillfully

How can you improve your communication skills? How does good communication work?

### Leading employees to success

Anyone who puts teams and team success first is in the role of team manager and coach. This requires a certain type of leadership.

### Social competence

Employee motivation and commitment are the keys to success. Thanks to high social skills, it is possible to inspire enthusiasm for goals and create a good and performance-oriented working environment.

### Conflict management

Wherever people work together, there are conflicts. As a boss, you have a duty to deal with them: We will show you how you can go about identifying conflicts early on and preventing them from escalating.

### Systems and complexity

In today's rapidly evolving world, businesses, governments and communities are grappling with multifaceted problems ranging from climate change to social inequality. Traditional hierarchical leadership models are inadequate for addressing such complex challenges. Systems Leadership recognizes that many issues are interconnected and require collective action and shared accountability. It is an approach that prioritizes collaboration across teams, departments and business units to address deep rooted issues and find long-term solutions.

Programs and Courses for Executives and Management

# Financial Management & Managerial Accounting

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# Financial Management for Executives

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e51](http://www.sgbs.com/e51)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 5'900.- excl. VAT, 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e51](http://www.sgbs.com/e51)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Concept

"Financial Management for Profit Managers" shows how a company, a business unit or a profit center should be managed financially in order to achieve sustainable and continuous increases in performance and value.

In a comprehensive, systematic and understandable manner, it is made clear which relevant financial decisions need to be made from an executive perspec-

tive and which impulses and specifications should be given to the finance department and to controlling.

## Participants

1. Executives from the executive and general management level
2. Managing directors, board members, members of the management board, directors
3. Executives with responsibility for important functions, areas, business units, subsidiaries, large projects
4. Entrepreneurs, shareholders and managers from family businesses

## Topics at a glance

- **The financial leadership role of executives**
- **Cost and profit management**
- **Performance management and controlling**
- **Value optimization strategies: Grow profitably**
- **Mergers, mergers and acquisitions**

## Topics

### The financial leadership role of executives

- Overview of instruments and methods: What managers need to know
- Focus on liquidity, profitability and financing

### Cost and profit management

- Profit planning: If you do not plan for above-average profits, you will not generate
- Cash flow optimization and liquidity management
- Conscious handling of capital intensity: In-/Outsourcing
- Achieve profitability targets
- Cost leadership or acceptable cost disadvantage?

### financing

- Managing capital structure: conventional or creative?
- Financing growth, financial engineering

### Performance management and controlling

- Identify and eliminate sources of loss: react in a timely manner
- Detecting rationalization potential: inefficiencies and loss holes
- Balance sheet management: Examining annual financial statements – accounting trends
- Controlling as a management task

### Strategies for value optimization

- The value potential of a business idea – classic or digital
- Increasing company value
- Digitalisation as a trend amplifier?

### Mergers, mergers and acquisitions

- Fusion: motives, advantages and disadvantages, tips for common problems
- Disinvestment through sale
- Growth through acquisition
- Shopping in a new store
- Acquisition of skills and market entry

# St. Gallen Finance Program

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e50](http://www.sgbs.com/e50)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 8'900.- excl. VAT, 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e50](http://www.sgbs.com/e50)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Concept

Taking on management responsibility and delivering results requires competence in dealing with all aspects of operational accounting and financial management.

Today, managers and specialists are expected to:

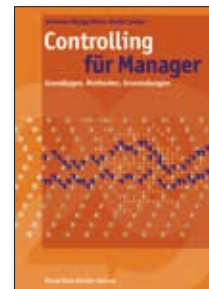
- translate strategic benchmarks and requirements into financially and cost-based targets and action plans,
- manage their area of responsibility in a results-oriented manner,
- make optimum use of management information relevant to decision-making,
- know exactly where which costs are incurred and why, and how these can be influenced, and
- be able to competently represent and assess investment proposals.

Acquiring solid and comprehensive specialist knowledge in these areas independently is often very time-consuming in day-to-day business. This is where the "St.Gallen Finance Course" can help.

## Methodology/topic overview

Step by step, experienced instructors convey and train the overall system of financial management and the resulting individual questions from all areas of the company in a very practical, exciting and concrete way:

- **The financial management concept at a glance**
- **Financial Basics**
- **Investment and profitability analysis**
- **Cash management, financial engineering, shareholder value management**
- **Controlling**
- **Cost management**
- **Activity-based/process cost management**
- **Financial management in typical areas of responsibility**
- **Budgeting and planning**



## Participants

In 7 days (two parts), the complex field of finance and accounting is dealt with comprehensively and systematically.

1. Line and staff managers who are already responsible for results, costs or sales, or will be in the foreseeable future.
2. Plant, division, department, production and group managers as well as company owners without in-depth, specialized financial knowledge.
3. Specialists from R&D, production, logistics, purchasing or employees of central departments.
4. Junior managers, junior bosses.
5. Natural scientists, engineers, technicians, lawyers, psychologists.

The finance course can also be used to refresh and update previously acquired knowledge.

## Topics

### The financial management concept at a glance

- Financial figures as a representation of company results
- The paradigm of synchronization of sales/volume, profit and costs
- Harmonization of objectives with regard to liquidity, profitability/security
- Quantifying corporate goals

### Financial Basics

- Accounting principles
- The annual financial statements
- Balance sheet and income statement
- Problems of inventory valuation
- Break-even analyses
- Cash flow statement, cash flow
- Return on capital investment (ROI/ROCE)
- The ABC of corporate taxation

### Investment and profitability analysis

- Methodology, types and applications in various industries
- Correctly justifying investment applications

- Make-or-buy, outsourcing versus insourcing
- Evaluating diversification projects financially

### Cash Management, Shareholder Value Management

- How do you get a grip on liquidity?
- Funding and financing rules
- The shareholder value concept

### Controlling

- Controlling key figures
- Example of an effective controlling system
- Development of early warning systems: Recognizing crises early
- Understanding controlling reports: One-page summaries

### Cost management

- Concept and structure of modern cost and activity accounting: cost allocation methods and cost accounting systems, cost types, cost centers, cost objects, cost accounting sheets (BAB)
- Costing systems, unit costing

- Contribution margin accounting: partial versus full cost accounting, program optimization, flexible price floors, break-even point
- Target costing
- Cost planning and control
- Examples of cost accounting systems in the sales and production area

### Financial management in typical areas of responsibility

- Cost and profit units: Budgeting, income statement and cost control
- Project, product, service and market responsibility accounting
- Management through target/actual comparisons, dealing with deviations
- The management success report
- Presenting results and decisions correctly, justifying them and presenting the economic consequences

### Budgeting and planning

- Budget types and budget structure: Lean and fast budgeting
- The budgeting process: best practices

# Strategic Business Management

Turning cleverly designed strategies into financial excellence.

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e06](http://www.sgbs.com/e06)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 9'900.- excl. VAT, 4 + 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e06](http://www.sgbs.com/e06)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Concept

Good and clever strategies aim to help the company achieve profitability that is well above the industry average or to secure it as sustainably as possible. However, the closer you get to this goal, the more difficult it becomes to maintain this position, because: It is in the nature of the market economy that imitators and competitors push into those markets that allow for particularly high profitability and return on investment. For the strategist, this means building up positions that are not too easy to copy and promise lasting competitive advantages. For the financial expert, this means that an excellent earnings situation does not necessarily mean a successful future; on the contrary: the more profitable a business, the more difficult it is to maintain this position in the long term. A company's strategy and financial policy are therefore closely linked and must be managed together.

In this program, we show how both work: Professional strategic management and far-sighted and successful financial management at the same time.

## Participants

1. Managers at the interface between strategic concepts and financial consequences.
2. Managers of business divisions and business units.
3. Decision-makers from large divisions with responsibility for results.

## Benefits

Participants in this program are looking for concentrated, up-to-date knowledge on strategic management and financial management. They are looking for impulses and ideas for their own strategies that lead to above-average financial results.

### Financial excellence

Those responsible for strategy and finance must work closely together: Both together can steer the company towards financial excellence. First through the right corporate strategy, combined with leadership and transformation expertise. Then through the right financial decisions.

## Topics

- Incorporating scenarios and trends into strategic thinking
- Strategic analysis: Is it enough to carry on as before?
- If yes: How to grow profitably, how to expand the core business, where to optimize?
- If not: Identify the need for change, precisely map the need for action
- Ways to secure the future and their consequences for financial management
- Corporate strategy: Developing the corporate strategy
- Develop the strategic concepts for each portfolio category
- Where to invest, where to harvest?
- The contribution of the functional areas to the company's success
- Positioning the company on the right path into the future
- Ensuring growth, profitability and company value
- Boost EBIT, cash flow and return on equity by leaps and bounds
- Financial management: making and implementing the right decisions
- Controlling: keeping financial development under control

# Finance for Managers

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e53](http://www.sgbs.com/e53)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 4'500.- excl. VAT, 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e53](http://www.sgbs.com/e53)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

The participants receive a systematic overview of the most important topics in finance and accounting.

## Participants

Participants are managers, specialists and top performers from all areas who

1. do not yet have in-depth knowledge of finance and accounting
2. want to systematically educate themselves in the area of financial management
3. want to recognize the financial consequences of their decisions
4. are or will be responsible for financial results such as profit, cash flow or return on investment

## Topics

### Achieving financial goals

- Which financial goals are important
- What can good financial management achieve?

## Topics

### The most important instruments

- Instruments for controlling a cost center, a profit center and the company

### Cost accounting

- The basics of cost accounting
- Contribution margin calculation
- Process costs
- Target costing
- Costs and pricing strategy

### The planning

- Ambitious but feasible planning
- Turning strategies, concepts and projects into plans
- Planning the break-even point
- Profit margin and profitability
- Liquidity planning

### Budgeting

- How plans become a budget
- The budgeting process

### Apply for investments

- Apply for the investment project
- Investment planning
- Profitability calculation
- Pay-back period
- Make or buy, outsourcing

### Capital requirements

- How much capital does a business need?
- Where is this capital tied up?
- How much capital commitment makes sense?
- Cost of capital

### Financing

- Financing with equity capital
- Financing with debt capital
- Short and long-term financing requirements
- Forms of financing

### Interpreting key figures correctly

- Understanding, correctly interpreting and using controlling key figures and data

### Balance sheets, annual report

- Reading balance sheets, knowing key figures
- Profit and loss account
- Cash flow statement

### Financial results

- EBIT, EBITDA
- ROS, ROCE, ROI
- Cash flow, and other key figures

# Developing the Management of the Future



## Management programs for High Potentials and Advanced Junior Managers

The programs are aimed at the management of the future: Emerging Leaders from renowned companies between the ages of 28 and 45 who are to receive special support.

Companies and organizations invest in the management of the future, because: Companies with the highest management quality are sustainably successful. Our Business School has been the preferred partner for executive development and targeted skills development for 40 years.

Here are our programs for high potentials.

Future Leaders Program	53
General Management for Emerging Leaders	54
Accelerated Management Development Program	56
St. Gallen Certificate in General Management & Leadership	57
St. Gallen Project Management Program	58

# Future Leaders Program

Strategic, finance, market success, leadership: What does it take?

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/ehp30](http://www.sgbs.com/ehp30)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 13'900.- excl. VAT, 4 + 4 + 4 + 4 + 2 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/ehp30](http://www.sgbs.com/ehp30)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Concept

The comprehensive management development program for high potentials and for the management of the future.

## Structure

**Part 1:** Strategy competence (4 days)

**Part 2:** Financial Competence (4 days)

**Part 3:** Leadership skills (4 days)

**Part 4:** Personality and winning appearance (4 days)

**Part 5:** High-performance teams (2 days, online)

## Target Group

1. Younger managers, specialists and functional managers aged approximately 30 to 48 years
2. Young managers who want to acquire the basis for future career advancement with a comprehensive, very practical development program
3. High potentials who are expected to take on higher responsibilities in the future
4. Particularly deserving of support: high achievers

## Modules

### General management and strategy competence: securing the future

- Idea, market gap, market analysis
- Customer needs, unmet need and customer benefit
- Market model
- strategy
- digitalization
- Optimal structure and organizational model
- Processes as a competitive advantage
- Market success
- Core competencies
- Strategic Controlling

### Financial competence: planning and designing financial results

- Cost structure and pricing strategy
- Revenue structure and break-even
- Investment planning
- Payback calculations
- Capital requirements and financing
- Know and use profit potential
- Financial goals
- Leading with key figures

### Leadership skills: appear, act, motivate, lead

- Self-management
- Leading employees
- Leading teams
- Leadership style
- Leadership behavior
- Leadership
- Implementation

### Personality and winning appearance

- Developing and utilising personality
- Perception by third parties: What to optimise?
- The personal appearance
- Personal image within the company and external impact

### High-performance-teams

- Building blocks for developing high-performance teams
- High-performance-oriented leadership concept
- Implementing a high-performance culture to reduce inefficiencies – how it can be done

# General Management for Emerging Leaders

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/e20](http://www.sgbs.com/e20)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 10'900.- excl. VAT, 4 + 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e20](http://www.sgbs.com/e20)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Participants

The Junior Business School is geared to the needs and business situation of participants aged between 28 and 48:

1. Emerging Managers, staff unit holders and those responsible for central service units who wish to benefit from comprehensive, systematically structured business management training.
2. Advanced junior managers who are taking on or have taken on a responsible management position and would like to subject their management knowledge to a thorough check-up.
3. Practitioners who want to critically scrutinize and review the knowledge they have gained in practice.
4. Engineers, technicians, lawyers and other professionals, who want to acquire comprehensive management knowledge in a very intensive form.

## Concept

The St. Gallen Junior Business School is a demanding intensive management program for managers, junior managers and specialists who want to qualify for a demanding management role or critically question and deepen their existing management knowledge.

Based on the St. Gallen management approach, the central topics of corporate management are explained and trained using specific cases: St. Gallen management model, marketing management, structure and process management, leadership, financial management.

## Benefit

This program teaches the principles of successful management as well as new management knowledge on the central topics of effective corporate management. We place particular emphasis on a high level of practical relevance and learning transfer.

In addition to professional skills and the correct use of management methods, performance-oriented employees are also characterized by a high level of social competence. Participants learn about their strengths as leaders. They learn how to use these strengths correctly.

## Topics

### Leadership and employee management

Which management style produces the best results under which conditions? How can optimal employee performance be achieved with high employee satisfaction?

### Behavioral patterns in the management process

Every manager behaves according to an individual pattern of behavior. This becomes recognizable for employees and becomes the rule of the game in everyday business dealings with their boss. Our instructor shows the typical behavioral patterns in the management process.

### Strengths in leadership behavior

Building on this, it is usually possible to recognize one's own strengths in personal leadership behaviour. And, of course, your own weaknesses. In the seminar, we concentrate on strengths. Because behavioral changes take a long time and it is more rewarding to build on strengths and reinforce them.

### Putting strengths to use

Once you have succeeded in identifying your own strengths, the question arises as to whether you consciously use them. We train typical situations from business life and show how per-

## Topics

sonal strengths can be used consciously.

### Personal social competence

Personal social skills should grow with increasing experience and responsibility. We show which characteristics social skills have and how optimization potential can be used.

### The holistic management approach

- From model to practical benefit
- Holistic thinking as a source of sustainable corporate success

### Holistic management of corporate divisions

- Managing one area, but keeping an eye on the big picture
- Achieving short-term goals while investing in the future

### The new strategic management

- Strategic thinking
- Structure and content of a divisional and profit center strategy
- The strategic analysis
- Utilizing strategic scope for action

### The new marketing

- In the new marketing: "Everything that communicates, sells".
- Anyone who communicates externally is therefore relevant to marketing.
- How do you organize this marketing?

### Financial management

- Financial success can be controlled using a few parameters
- What is your own scope for action to contribute to financial success?
- Planning, budgeting and controlling the profit center result
- Measures to improve results

### Planning and budgeting

- Ambitious planning and budgeting
- Dealing with instabilities and uncertainties
- Adapting to fluctuating environmental factors
- Planning constants in an unpredictable world

### Investment calculation

- Is it worth investing in rationalization?
- Does investment in innovation pay off?
- Make-or-buy: What to do yourself, what to do through others?
- Outsourcing or insourcing

### Financing

- Calculation of financial requirements for new strategies and concepts
- Cash flow statement, capital requirements and source of funds
- The best forms of financing
- Minimizing the cost of capital

### Liquidity management

- Calculate liquidity
- Ensure liquidity at all times

### Achieving profit and profitability targets

- Setting ambitious profit and profitability targets
- Measures and mechanisms of profit management
- Achieving profit, cash flow, profitability and contribution margin targets

### Costs under control?

- The desired cost position
- Cost planning and cost control
- Controlling the break-even point
- Consciously organize fixed costs
- Making costs variable and flexible

### Personal skills

- The winning conversation
- Earning trust
- Show commitment
- Being a team player
- Being a valuable group member
- Personal ability to assert yourself in a personable way

### Leadership and leadership behavior

- Taking responsibility for tasks and projects
- Convince with your own ideas
- Communication within the team
- Winning employees for commitment
- Principles of leadership
- Own behavior patterns in leadership situations

# Accelerated Management Development Program

## Business Administration for Young Managers und Emerging Leaders

### Sessions

#### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see: [www.sgbs.com/e23](http://www.sgbs.com/e23)

#### Location

Some courses take place in Switzerland, others in Germany or Austria.

#### Course fee, Duration

CHF 7'900.- excl. VAT, 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

### Registration

Internet: [www.sgbs.com/e23](http://www.sgbs.com/e23)  
E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)  
Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

### Business Administration

This business administration seminar supports the understanding of business administration and helps to bring yourself to a good level in the numerical range of tasks involved in a management position.

The business administration course creates the basis for any subsequent in-depth study of financial management.

### Participants

1. Managers, project managers and staff members without significant business training
2. Department heads and practitioners from technical or commercial areas
3. Technicians, lawyers, engineers and natural scientists who need to draw on new or increasing levels of management knowledge
4. Employees who are designated for a new role with increased management responsibility.

### Concept

Participants in the St. Gallen business administration course want to gain a compact, practice-oriented overview of business administration in a short space of time. Business and commercial knowledge, management knowledge and a comprehensive understanding of operational relationships are important in order to achieve challenging goals for yourself and for the company.

The program begins with a clear presentation of corporate management, strategic management, marketing and customer management. The focus of the program then lies on the topics of finance and accounting and management with financial indicators. No major prior knowledge is necessary.

### Topics

#### Business Administration and Holistic Management

- The St. Gallen understanding of business administration: overview, parts, connections
- The economic logic of corporate management
- Thinking in overall contexts

#### Strategy and Marketing

- Basic strategic concepts that apply to all industries
- Individual elements of a contemporary marketing concept
- Product cycles, speed of innovation, product range planning, new digital markets

#### Focus on results

- Your own role in the team, in the department, in the company

- The new agility: What does this mean for you personally
- Mobilize your own performance reserves

#### Basics of financial management & controlling

- Mastering the key financial variables
- Overview of the concept and instruments of financial management

#### Balance sheet and income statement

- Analyze, understand and evaluate balance sheets and income statements
- Key performance indicator systems as instruments for identifying the need for action

#### Financial planning and control

- Preparation of budgets and goal-oriented results planning
- Dealing with deviations
- The management profit and loss account
- Check figures from controlling
- Cost accounting and calculation
- When do investments pay off?
- Confidently substantiate decision requests
- Financing instruments

# St. Gallen Certificate in General Management & Leadership

Develop entrepreneurship within the company.

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see: [www.sgbs.com/e36](http://www.sgbs.com/e36)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 12'900.- excl. VAT, 3 + 4 + 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/e36](http://www.sgbs.com/e36)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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## Participants

1. Specialists, experts and young managers who are expected to provide ideas and impetus for start-ups or new business models
2. Younger managers, specialists and junior staff who want to launch or are already responsible for programs for innovation, entrepreneurship and digital start-ups
3. Specialists in the areas of new business development, product, market and customer management
4. Project managers who want to contribute to new growth, new profitability and new value contribution thanks to innovative projects
5. Junior staff who are allowed to engage in entrepreneurial activities and are looking for comprehensive knowledge.

## Structure

- Part 1:** The St. Gallen Management Concept in practical application
- Part 2:** From business idea to business
- Part 3:** Planning and achieving financial results
- Part 4:** Self-management and team behavior

## Concept

If established companies want to implement good conceptual ideas, they need one thing above all: entrepreneurial top performers with "doer qualities", business acumen and leadership skills. This is where this SGBS program helps.

### 1. Turning ideas into new business

Investing in new businesses has its pitfalls: The funds required are usually underestimated; the required timeline until the first successes are achieved is set far too short; too little consideration is given to the risk of flops and thus the danger of failure.

### 2. Be financially successful

Partial successes motivate: A great innovation; surprised customers; employees proud of their own achievements. However, it is easy to overlook this: The financial results must also be right.

### 3. Winning employees for change thanks to leadership

Anyone who brings dynamism, change and new ideas into the company quickly encounters resistance. This is particularly the case with long-standing employees who are satisfied with themselves and the past and often see new things as an attack on their long-standing success story in the company. This is why younger top performers in particular need a high level of social skills.

## Topics

### Part 1: The St. Gallen Management Concept in practical application

Using concrete examples from practice, we demonstrate the importance of holistic general management for successful leadership. In the practical section, participants learn how to apply the most important tools of the St. Gallen Management Concept to solve specific cases.

### Part 2: From business idea to business

How to recognize market opportunities at an early stage. How new business is developed and successfully established. How to turn good ideas into successful business or project results.

### Part 3: Planning and achieving first-class financial results

A business should have above-average profitability and, after a successful start-up phase, deliver a high cash flow and free cash flow. This is because it is needed to expand the competitive position and invest sustainably in the future. What do business managers need to do to achieve first-class financial results on a sustainable basis?

### Part 4: Self-management and team behavior

Leadership is an important skill, as it is about achieving sustainable and first-class results. The diverse skills of an authentic leader must be learned step by step in order to mature into an outstanding leader with great responsibility. What are the characteristics of strong leaders? What are their own strengths?

# St. Gallen Project Management Program

Project manager training. Project manager education.

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/ehp91](http://www.sgbs.com/ehp91)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 9'900.- excl. VAT, 4 + 4 + 4 days

Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/ehp91](http://www.sgbs.com/ehp91)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Participants

1. High performer who hold or are about to hold an important role in the company as project managers
2. Managers with responsibility for projects
3. High potentials who are assigned important tasks and are expected to demonstrate their entrepreneurial skills
4. Project managers who need new knowledge to achieve very demanding project results

## Concept

Anyone who leads a project should approach their work with a lot of enthusiasm, an entrepreneurial attitude and an absolute focus on results. Because only the best are able to bring demanding projects to the desired level of success. Those responsible for a project usually have no hierarchical power, no automatic support from the line. Ruling is not an option, nor is giving orders. Project managers therefore have an extremely demanding task: they have to deliver, they have resources, but they need supporters, mentors and promo-

ters in all areas and at several management levels. To do this, they need everything that leadership has to offer: social skills; empathy; assertiveness; enthusiasm; vision. They have to build networks, move successfully in partnerships and virtual structures, and win others over to their own goals. In addition, however, they also need technical skills: in project management; in financial management; in business administration.

## Topics

### General Management and strategy

- The overall view, connections
- Result-oriented leadership
- General Management
- The St. Gallen management approach to corporate governance

### Leading and leadership personality

- The personal competencies as a leader
- The art of delivering the desired results thanks to emotional intelligence
- Personal competencies and leadership behavior

### Business administration, finance

- The hard facts: Business administration
- Planning, budgeting, mapping and controlling results through key figures
- Investment & profitability calculations
- Financing, capital and capital costs

### SGBS Certified Management Expert St. Gallen®

After successfully completing the program, you will receive a certificate of completion. This entitles you to begin the «SGBS Certified Management Expert St. Gallen®» degree program, with the days you have already completed being credited. Details: [sgbs.ch/experts](http://sgbs.ch/experts)

# The highest degree of practical relevance: St. Gallen SME & Medium-Sized Company Programs



## For entrepreneurs and company owners

Entrepreneurs bear responsibility for the sustainable success of the company. As owners, they also bear responsibility for long-term performance, profit distributions and family assets.

## For managing directors

Unlike entrepreneurs, salaried managing directors and managers are primarily committed to the company. The values and ideas of the owners are guidelines for them that form the framework for their management function.

## For senior executives

Together with senior managers, these guidelines and targets must be implemented in day-to-day business. Special attention must therefore be paid to the second level.

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[www.sgbs.com/sme](http://www.sgbs.com/sme)

# St.Gallen Owner/President/CEO Program

## Entrepreneur Seminar

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/ekmu11](http://www.sgbs.com/ekmu11)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 16'900.- excl. VAT, 4 + 4 + 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/ekmu11](http://www.sgbs.com/ekmu11)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Participants

1. Entrepreneurs from companies with 50 to approx. 500 employees.
2. Partners or shareholders who exert an influence on the management of the company.
3. Owners who direct and control from above.
4. Highly ranked senior managers from SMEs and mid-sized companies.

## Structure

**Part 1:** Strategic management. With the right strategy into the future. 4 days.

**Part 2:** The high-performance organization. More dynamism, more performance, more implementation power. 4 days.

**Part 3:** Excellence in the leadership of an SME and mid-sized company. 4 days.

**Part 4:** Best possible financial results thanks to financial leadership and financial management. 4 days.

## Concept

Committed entrepreneurs are the pillars of our economy and society. Thanks to their courage and foresight, they generate prosperity for everyone. They are responsible for the sustainable success of the company and thus for satisfied customers and committed, motivated employees. At the same time as their management function, however, they are also owners: a large part of their assets are invested in the company. This means that they also bear responsibility for long-term value growth, profit distributions and family wealth.

This management program for entrepreneurs and business owners focuses on the successful management of a company from the owner's perspective. A quote from Günther Pipp, founder of the St. Gallen Group of Business Schools and President of the Board of Directors of St. Gallen Business School:

*"Small, customer-oriented and lean companies are the really big ones: Well-managed SMEs and mid-sized companies have the potential to be far superior to corporations and large companies in many respects. However, being small and flexible is not enough to achieve sustainable success. Small companies can make mistakes that can quickly lead to them leaving the market. What's more, there are businesses that are ideal for SMEs and mid-sized companies. But there are also businesses for which you have to be big and keep getting bigger."*

## Topics

### Part 1: Strategic Management

The strategy points the way to the future: "What should the company be in a few years' time and beyond?" It must therefore be clarified,

- which of the conceivable strategic options is the best and right one for the company and owner.
- How to manage and decide from the perspective of strategic management so that this desired future can actually be achieved.

The search for the best possible strategy depends heavily on the dynamics of change to which the company is exposed. When new technologies, digitalization, disruption, new business models, new supply chains and processes, new communication and sales channels force a successful business to adapt, action must be taken.

However, a successful business operating in stable, sustainably growing and profitable markets does not have to embark on innovation adventures with an uncertain outcome.

Part 1 of the program shows how active strategic management can be used to steer the company towards a successful future.

## Part 2: Managing the company successfully

Managers receive high bonuses and benefits when the company is doing well. If things go badly or something goes wrong, many leave the company. They often say that they take responsibility, but this is usually just lip service. The real damage for mismanagement and poor management is borne by the owners, shareholders and partners and, unfortunately, often also by the employees.

Entrepreneurs are in a completely different position. They are closely associated with their company; they feel responsible for their employees; they are liable with a large part of their assets. They cannot simply jump ship if the company gets into difficulties. They are on the front line in good times and bad, fully committed to the good of the company.

It goes without saying that this completely different starting position must also lead to different management. Part 2 of the program shows which principles are important for the sustainably successful management of the company by the owners or shareholders: How do you design a high-performance organization?

## Part 3: Leadership and management in SMEs and mid-sized companies

The framework conditions for leadership and management in SMEs are different:

- Unlike managers, entrepreneurs are safe in their position (at least as long as they do not become dependent on banks and financiers).
- They usually exercise their function for many years, even over 1 or 2 generations. Unlike salaried CEOs, whose lifespan in companies is usually limited to a few years.
- Entrepreneurs do not need extremely high salaries or bonuses, as they benefit from the company's performance and also from dividends. This allows them to show modesty and act as a role model.
- There is no need for short-term profit orientation; there is no stock market logic that demands this with vehemence. This reduces an exaggerated, finance-driven hectic pace, saves unnecessary controlling and monitoring mechanisms and helps to make investments that do not pay off immediately with a strategic perspective.
- However, this could also result in disadvantages: Too few ambitious goals; too little pressure on excellence and market leadership. Too much comfort zone.

- Are companies with 50 to 500 employees easier to manage than those with 10,000 to 100,000 employees? Mostly yes. The contact between managers and executives is much more intensive; it is possible to communicate vision, mission and values, but also the joy of achieving results together; errors in the processes are discovered more quickly, flexibility, speed and transparency are much easier to achieve.
- However, there are also serious disadvantages in the area of leadership: important functions are only occupied by one person; no deputization; direct leadership bypassing the lines through the entrepreneurs and much more.

In Part 3, we show how leadership and management work in SMEs and mid-sized companies and what you as an entrepreneur need to pay particular attention to in order to exploit the natural advantages of relative smallness, especially in the area of leadership, and to achieve high performance with high job satisfaction.

## Part 4: Excellent financial results

Only those with above-average returns can also invest above average in the future. Well-managed small and medium-sized companies have the potential to achieve well above-average profit margins: But they have to want it, plan for it and realize it. Last but not least, SMEs also need a value orientation: the value of the company should be sustainably increased.

Good financial management requires an understanding of key figures; the ability to interpret a balance sheet correctly; a feel for dangers and financial pitfalls that need to be avoided: For example, illiquidity, which often goes hand in hand with rapid growth; a lack of cost flexibility because too many fixed costs are built up; major financial risks that lead to a loss of independence or the ability to survive.

Good financial management makes both possible: to develop the company into a pearl of profitability and value and at the same time to keep it financially afloat even in difficult times.

Part 4 shows how good financial management and good financial leadership are practiced by SMEs and mid-sized companies.

# St. Gallen Strategy Program for Family Businesses

Determine the strategy for the company. Actively securing the future.

## Sessions

### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see: [www.sgbs.com/ekmu28](http://www.sgbs.com/ekmu28)

### Location

Some courses take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 13'900.- excl. VAT, 3 + 4 + 4 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/ekmu28](http://www.sgbs.com/ekmu28)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Structure

**Part 1:** The St.Gallen approach to holistic management

**Part 2:** Strategic management

**Part 3:** High-performance organization

## Concept

The company's strategy and the downstream sub-strategies steer the company in a certain desired direction. The responsibility of the management is to find the best of all possible paths for a successful future and to pursue them with a committed management team and a motivated workforce.

### There are findings on this:

From science. From practice. Best practices as a comparison with the best and most successful. This seminar brings you up to date on the subject of "Developing and implementing strategies".

## Participants

1. Entrepreneurs, shareholders and partners from SMEs and mid-sized companies.
2. Managing directors and senior executives from SMEs and mid-sized companies who are responsible for the strategic management of the company.
3. Executives who want to consciously set the course and make investments according to clear priorities.
4. Senior managers who are looking for the latest and best knowledge on strategic management.

## Topics

### Strategic Management

Skillfully leading the company or parts of it into the right future. How strategies are developed and implemented.

### What owners and top management want

Using the tools of normative management correctly.

### Market, Industry Competition

The importance of the framework conditions and rules of the industry and competition for the growth and profitability of the individual company.

### Determining the path to the future

Vision, business mission, values, guidelines and top objectives point the way to the future. They are needed so that everyone can work in the right direction.

### Strategies for the existing business

What is to become of the current business. Working out detailed strategies: The difference between a good and a bad strategy determines prosperity or downfall. How are the best possible strategies developed?

### Hidden Champions

How extremely successful market leaders emerge in niches, how they defend and expand their position.

### Business development and new business models

How new business models and innovation ensure success in the medium term

### What increases profitability and return on investment

How new strategies promote or jeopardize profitability and viability. More benefits - more success. How customer benefits must be constantly increased through "added value concepts" in order to secure or improve the profit margin.

### Implementing the strategies

The most complex part of strategic management is its implementation. Many barriers make implementation difficult. What does it take to make what you want a reality? How new strategies give rise to new requirements in terms of skills, willingness to change and motivation thanks to leadership.

# St.Gallen School of Future Entrepreneurs

## Starting a successful career as an entrepreneur

### Sessions

#### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/esch18](http://www.sgbs.com/esch18)

#### Location

Some courses take place in Switzerland, others in Germany or Austria.

#### Course fee, Duration

CHF 39'900.- excl. VAT, 12 – 24 months  
Invoicing in Euro is possible, at the current daily rate.

### Registration

Internet: [www.sgbs.com/esch18](http://www.sgbs.com/esch18)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

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### Concept

This program develops the skills needed to become a successful entrepreneur. In 12 to 24 months, you will complete a St. Gallen Business School program consisting of the following modules:

**Start module:** 4 days in St. Gallen: Holistic corporate management as the basis for sustainably successful entrepreneurship.

**Seminar modules:** 10 St. Gallen management seminars with a total of 35 days in 12 – 24 months, adapted to existing prior knowledge.

**Certificate module:** Keeping the 'Entrepreneur Diary', in which the findings from the seminars for your own career as an entrepreneur are written down (structured).

**Coaching module:** Individual one-on-one coaching with recommendations for your career as an entrepreneur.

**Graduation:** After successfully completing the program, you will receive the SGBS Certified Entrepreneur St. Gallen Certificate.

### Participants

1. Designated successors whose entrepreneurial qualities are to be developed
2. Personalities from all areas who want to develop into entrepreneurs: Successors from family businesses, start-up entrepreneurs, career changers.

### Topics

#### Holistic St. Gallen Management

The St. Gallen model of successful corporate management. Vision, mission, top goals. The values of the company owners. What is the purpose of our entrepreneurial activity? 4 days.  
[www.sgbs.com/e84](http://www.sgbs.com/e84)

#### Strategic management

The strategy from the entrepreneur's perspective. 4 days. The best possible strategy for the company. 4 days.  
[www.sgbs.com/ekmu28](http://www.sgbs.com/ekmu28)

#### Business Development

Disruption, new business models and digital transformation. 4 days  
[www.sgbs.com/e57](http://www.sgbs.com/e57)

#### Startup-Management

How to turn a good idea into a good business. Successful entrepreneurship. 4 Days.  
[www.sgbs.com/e00](http://www.sgbs.com/e00)

#### The corporate strategy

Applying what you have learned so far in practice: How do I work out the best possible Corporate strategy? 4 days.  
[www.sgbs.com/eav59](http://www.sgbs.com/eav59)

#### The financial success

Focusing the company on profitability and return on investment, ensuring liquidity. 4 days.  
[www.sgbs.com/eav57](http://www.sgbs.com/eav57)

#### Employee management and motivation

Good leadership as an important success factor: Your own leadership behavior. 4 days.  
[www.sgbs.com/e52](http://www.sgbs.com/e52)

#### Further develop your personality

Appear and act as a confident entrepreneurial personality. 4 days.  
[www.sgbs.com/e78](http://www.sgbs.com/e78)

#### Individual coaching day

1-day workshop, individual, in our Executive Center on Lake Zurich. You create a briefing based on the entrepreneur diary. We work with you to develop your personal career strategy as an entrepreneur.

# St. Gallen Business School

- Part-time Management Education
- With a St. Gallen degree from SGBS
- Focused on the skills you need for your professional future
- With the option of recognition for an Executive MBA

## The St. Gallen Practical Studies Management Education Part-Time

For managers. Part-time.

# St. Gallen Practical Studies



[www.sgbs.com/practicalstudies](http://www.sgbs.com/practicalstudies)

# The Study Programs at St. Gallen



## St.Gallen Certificate Programs

**Management education with depth. For managers and top performers who want to build up a lot of knowledge and skills in a subject area in a short space of time. 4–6 months.**

There are situations where you need to deepen your knowledge and expertise in a very specific subject area in a short space of time and document this:

- to be able to take up a new position
- to be up to a challenge
- to be shortlisted as a successor
- to be able to take on increased responsibility

The St. Gallen Certificate Programs give you in-depth knowledge in 4–6 months, plus the ability to apply it and a certificate that proves this depth.

[sgbs.com/dp](https://sgbs.com/dp)

## Certified Experts St. Gallen

**The St.Gallen Practical Study Program for managers. Learn exactly what is really useful. Individual study plan. 6–18 months part-time, with 20–25 attendance days.**

Many managers and top performers from renowned companies are looking for management education that is really useful: Focused on their professional challenges, coordinated with the wishes and needs of the company in which they work. This closes skill gaps; builds up new competencies for the benefit of the employer; and documentation of knowledge that can be directly applied in practice. The SGBS Certified Expert St.Gallen offers precisely these benefits. By graduating as an **"SGBS Certified Expert St. Gallen"**, you document that you are specialized in either general management or a specific discipline at one of the most renowned business schools



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[sgbs.com/experts](https://sgbs.com/experts)

# Business School

## Preparation for management positions

**Management is a profession with a high level of responsibility. It should be learned. The St. Gallen Management Schools prepare participants for demanding management positions.**

With the "St. Gallen Management Schools" we offer the opportunity to complete these and other part-time study programs:

- St. Gallen CEO School
- St. Gallen Supervisory & Board of Directors School
- St. Gallen General Manager School
- St. Gallen Division Manager School
- St. Gallen Head of Department School
- St. Gallen Team Leader School

Your graduation certificate: "**Graduate of the St.Gallen Management School**"

[sgbs.com/schools](https://sgbs.com/schools)



## Executive MBA for Managers


**The Executive MBA program for managers: part-time in 3, full-time in 2 semesters. EMBA in General Management.**

In English or in German. The EMBA deepens your management skills and gives you a double degree:

- **SGBS Certified Executive Management Expert** at St.Gallen Business School.
- **Executive Master of Business Administration** in General Management at SRH Berlin University of Applied Sciences.

The cooperation between SGBS St. Gallen Business School and SRH Berlin University of Applied Sciences will help you in your career in two ways: you will acquire a recognized title and you will document that you can apply modern management knowledge in practice.

[sgbs.com/emba](https://sgbs.com/emba)



**SGBS Certified Expert  
St. Gallen**

New Job-related Competencies

About us	Institutes	Research	Corporate Responsibility	Telephone Consultation
Executive Education	High Potential & Advanced Junior Programs	St. Gallen Practical Studies for Managers	St. Gallen Management Schools	Corporate Programs

## Part-time Practical Studies for Managers:

# SGBS Certified Expert St. Gallen

### The study program for practitioners

Anyone who chooses one of the SGBS Certified Experts study programs will complete a program that has been specifically developed for practitioners:

- part-time, in 9 to 18 months
- with a focus on the required competencies and skills
- with tailor-made content and an individual study plan
- with high level of support, high level of commitment, but no exams
- with study modules in St. Gallen and selectable seminar modules in Switzerland, Germany and Austria
- 21 – 27 days of attendance and a paper on a current challenge for your own industry

Our students are managers and high achievers who consciously choose the non-academic path. They don't need an academic degree, an MBA or an Executive MBA. What they are looking for is management training that is really useful: focused on their professional challenges, coordinated with the wishes and needs of the company they work for. This means closing skill gaps; building new skills for the benefit of the employer; documenting knowledge that can be directly implemented in their practice.

We would be happy to advise your individually. You can contact our Study Directorate by telephone +41 71 225 40 80 or by e-Mail:

**[experts@sgbs.com](mailto:experts@sgbs.com)**

**[www.sgbs.com/experts](http://www.sgbs.com/experts)**

# Start of studies & schedule overview



## application process

Do you meet the admission requirements? This clarification is carried out by telephone by our director of studies. In a few days we will check your admission. As soon as you receive our confirmation of admission, you can register.

Preliminary clarification of approval  
 experts@sgbs.com  
 Tel. +41 71 225 40 80

## Start of studies

All Certified Expert programs begin with a competence analysis, followed by an individual interview and the joint development of an individual study plan. The dates for all study and seminar modules, in presence or online, are determined.

The first module is then a 4-day event in St. Gallen with an introduction to the holistic St. Gallen management approach and normative, sustainable corporate management

## Procedure

- Step 1: Your application
- Step 2: Application form from us to you
- Step 3: Completed application form to us
- Step 4: Decision on admission
- Step 5: Competence analysis; individual study plan with all data
- Step 6: Start with 4-day seminar in St. Gallen
- Step 7: 6 – 18 months of practical studies, study modules and seminar modules, either in presence or online; project work, accompanied
- Step 8: Colloquium with Defensio
- Step 9: 4-day certification module in St. Gallen
- Step 10: Award of the Certified Expert

## St. Gallen Management Approach

In 4 days in St. Gallen you will learn the holistic St. Gallen management approach: the concept and its application. You will develop your own management model in order to be able to tackle complex tasks in a networked and globalized world in a holistic manner.

## Project Work

Approximately 2 months after starting your studies, you will submit your project work to the study directorate. You have the option of choosing the industry yourself. The topic of the project work will be determined by the study directorate after consultation with you. It is about identifying external developments that will change the rules of the game in the industry and will require market participants to make major adjustments. Once the topic has been approved, you have 3 – 6 months to write the business case, which is 20 – 30 compact pages long.

## Colloquium in St. Gallen: Defensio

You present your work in a one-day colloquium. Your work will be critically examined and you, as the presenter, will justify the findings and options for action formulated in the work. The colloquium takes place in St. Gallen on our study campus.

## seminar modules

During the practical course, you will take part in several high-quality classroom-based or optionally online seminars. These will be determined together in the individual study plan with a focus on the required competencies and personal skills.

## Integration. Experience wholeness

Your practical studies in St. Gallen end with a 4-day final event: the certification module.

## awarding certificate

The award ceremony for the SGBS Certified Expert St.Gallen will then take place on the last afternoon.

## Start of studies

- November 04 – 05, 2024, St. Gallen
- February 24 – 27, 2025, St. Gallen
- May 12 – 15, 2025, St. Gallen
- September 22 – 25, 2025, St. Gallen
- December 08 – 11, 2025, St. Gallen
- January 26 – 29, 2026, St. Gallen
- March 16 – 19, 2026, St. Gallen
- June 8 – 11, 2026, St. Gallen

# Support and guidance from registration to the awarding of the Certified Expert

## Advice before registration

Anyone who wants to become a Certified Expert at the St. Gallen Business School has high expectations: The program should bring concrete practical benefits. New knowledge and skills should be applied professionally. The investment should be worthwhile, for you and for your employer. That is why we attach great importance to careful selection and we are happy to advise you individually before you register.

## Admission and Admission Conditions

The admission requirements for the respective Certified Expert can be found in the description of the individual programs. There is no right to admission; the Director of Studies decides on acceptance into the desired program.

## Registration: possible at any time

You have the opportunity to have a telephone conversation with our head of studies to clarify whether you are eligible for admission. Then send us your application. We will confirm it and send you an invitation to an individual skills analysis, the invoice for a deposit and further information.

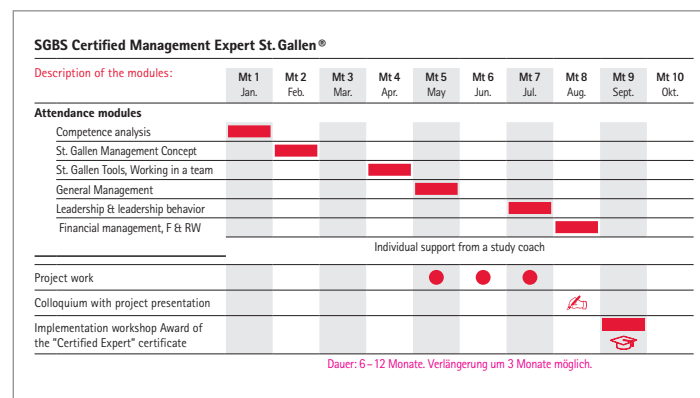
## Start of studies: Personal competence analysis

Your practical studies in St. Gallen then begin with an individual competency analysis. We will send you special competency tools that you fill out and return to us. During a meeting in St. Gallen or via video call, the optimal study plan for you will then be created step by step.

## Individual Study Plan

This individual study plan is developed together: It consists of study modules in St. Gallen, seminar modules in Switzerland or Germany and project work. You decide which of the seminar modules you want to complete in person or as an online live event. It offers a high degree of flexibility in terms of time: You choose the dates and locations that suit you and complete the study program in 9–18 months.

An Example



## Individual fine-tuning

We take your specific situation into account in the tailor-made study plan. Family and professional aspects are taken into account when scheduling. Seminars and modules that have already been booked can be rescheduled to a certain extent. If we determine during the introductory skills analysis that you have a particularly high need for further training in a certain subject area, we will take this into account when putting together your individual study plan.

## Start with 4-day seminar in St. Gallen

In a 4-day seminar in St. Gallen, we will introduce you to the theory and practical application of the St. Gallen management concept. You will learn how to apply the St. Gallen philosophy of holistic management to solve complex tasks.

## seminar modules

Over a period of 9 to 18 months, you will take part in several management seminars at the St. Gallen Business School. These are held at different locations, or optionally online.

# SGBS Certified Executive Management Expert St. Gallen®

## Sessions

### Dates

St. Gallen Business School organizes each seminar and program several times a year. Dates see:

[www.sgbs.com/eexp11](http://www.sgbs.com/eexp11)

### Location

Some seminars take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 28'900.- excl. VAT, 9 – 18 months, 25 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/eexp11](http://www.sgbs.com/eexp11)

E-Mail: [experts@sgbs.com](mailto:experts@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Participants

Executives with responsibility for divisions, profit centers, business units, business areas, subsidiaries who want to prepare themselves for a higher management role.

## Admission

Managers, specialists and managers of large projects, 32 to 55 years old, with a track record and at least 5 years of professional experience, at least 3 of which with increased management and results responsibility.

## Modules, procedure

### Skills portfolio

Actual and target competencies with regard to the professional future.

### Integrated management: 4 days

Holistic and sustainable in times of major change: executive management according to the St. Gallen approach.

### Executive seminars: 18 days

Seminar 1: General Management for Executives, 4 days

Seminar 2: Business Development, 4 days

Seminar 3: Financial Management for Executives, 4 days

Seminar 4: Leadership for Executives, 4 days

Seminar 5: Change Management, 4 days

### Project work

Elaboration of a 20- to 30-page paper on a relevant topic in your industry.

### Colloquium, Defensio: 1 day

You defend your work against critical scrutiny. Online.

### Implementation and awarding

Award of the SGBS Certified Executive Management Expert St. Gallen®.

## Concept

### Your commitment

- 25 attendance days, at least 8 of them in St. Gallen
- Combination of study modules and seminar modules
- 5 seminar modules, in CH, D or A
- On request, individual seminars can also be completed as online live events
- A project paper of 20 – 30 pages
- Certification module in St. Gallen
- Presentation of the project work
- Learning about your own ability to lead an organizational unit or a whole company
- Personal master plan: Implementing what? The necessary programs.

### Your benefit

1. The St. Gallen Practice Program focuses on knowledge and skills with direct practical applicability.
2. Top speakers convey the interrelationships, best practice, instruments and St. Gallen tools.
3. With the acquisition of the SGBS Certified Executive Management Expert St. Gallen® you document comprehensive competence as a manager responsible for results.

### Upgrade

Later upgrade to Executive MBA, see [sgbs.com/upgrade](http://sgbs.com/upgrade)

## Topics

### General Management

St. Gallen combines several management approaches into a holistic, sustainable model. 4 days in St. Gallen.

### Strategic Management

Up-to-date knowledge for the strategic management of the company, its businesses and divisions.

[www.sgbs.com/e31](http://www.sgbs.com/e31)

### Business Development

As an executive, you will also be responsible for developing new business and new markets.

[www.sgbs.com/e57](http://www.sgbs.com/e57)

### Financial management

As an executive, you make decisions that have a major impact on financial results.

[www.sgbs.com/e51](http://www.sgbs.com/e51)

### Leadership, Change Management

Leadership and Change Management

[www.sgbs.com/e74](http://www.sgbs.com/e74)

### Master plan, award of certificate

The course concludes with the 'Experience Holistic Management' certification module at our premises in St. Gallen, with the award of the SGBS Certified Executive Management Expert St. Gallen.

# SGBS Certified International Senior Management Expert St. Gallen

## Sessions

### Dates

St. Gallen Business School organizes each seminar and program several times a year. Dates see: [www.sgbs.com/eexp12](http://www.sgbs.com/eexp12)

### Location

Some seminars take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 27'900.- excl. VAT, 9 - 12 months, 25 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/eexp12](http://www.sgbs.com/eexp12)

E-Mail: [experts@sgbs.com](mailto:experts@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Participants

Experienced executives from upper and top management, as well as high performers who play or are expected to play important roles in the international management of the company.

## Admission

Managers aged 40 and over who are responsible for growth and business development and who also have extensive experience and a proven track record.

## Modules, procedure

### Competence check

Where can you still develop in your role as a manager?

### From vision to action: In St. Gallen

Holistic Management. Meaning, direction, resources, execution, control. 4 days

### Executive Seminars:

Seminar 1: Leadership, 4 days

Seminar 2: Strategy, 4 days

Seminar 3: Finance, 4 days

Seminar 4: Innovation, 4 days

### Project work

Elaboration of a 20- to 30-page paper on a relevant topic in your industry.

### Colloquium, defence: 1 day

At the colloquium in St. Gallen, you will defend your work against critical questioning. Online.

### Implementation and award

Final event with the award of the SGBS Certified International Senior Management Expert St. Gallen.

### Upgrade

Subsequent upgrade to the Executive MBA, see [sgbs.com/upgrade](http://sgbs.com/upgrade)

## Concept

### Your commitment

- 25 days of attendance, at least 8 of which are in St. Gallen and at least 4 of which are in Boston, USA
- Combination of study modules and seminar modules
- 4 seminar modules. If desired, individual seminars can also be completed as live online events
- A project paper of 20–30 pages on an international management topic
- Presentation of the project paper
- Use of the impulses for your personal master plan: What to implement and how?

### Your benefit

1. You study in St. Gallen with a focus on practice, exactly what you need. Instead of a title: inspiration for the big challenges of the future and concrete benefits for your own practice.
2. Outstanding lecturers in an inspiring environment, with best practice from many industries and networking.
3. With the SGBS Certified International Senior Management Expert St. Gallen you document comprehensive knowledge in senior executive management.

## Topics

### Management Competencies

How does knowledge become skill, how does skill become desired results?

### Innovation, Business Development

How successful leaders with extensive experience can continually optimize their personal effectiveness.

[www.sgbs.com/e62](http://www.sgbs.com/e62)

### Strategy Seminar

The latest knowledge in strategic management.

[www.sgbs.com/e31](http://www.sgbs.com/e31)

### Finance Seminar

The consequences of strategic decisions on financial results.

[www.sgbs.com/e51](http://www.sgbs.com/e51)

### Leadership for Executives

Leading executives, leading larger units, leading in the digital world, with networks and new value creation constellations.

[www.sgbs.com/e98](http://www.sgbs.com/e98)

### Master plan, certificate award

The certification module 'Experiencing Holistic Thinking' at our premises in St. Gallen concludes the program, with the award of the SGBS Certified International Senior Management Expert St. Gallen of the St. Gallen Business School.



# St. Gallen Management Schools

Qualify for Management Professions

About us	Institutes	Research	Corporate Responsibility	Telephone Consultation
Executive Education	High Potential & Advanced Junior Programs	St. Gallen Practical Studies for Managers	St. Gallen Management Schools	Corporate Programs

## Management as a profession

## Preparation for management positions

Management is a highly responsible profession. It should be learned. The St. Gallen Management Schools prepare for demanding management positions.



Managers have an enormous responsibility: for the employees entrusted to them; for values, mission and vision. For customer benefit and the contribution to social well-being. And, of course, for the legitimate interests of investors and shareholders. The profession of manager is demanding. It is a profession that must be learned.

We would be happy to advise you individually, please contact us at Phone +41 71 225 40 80 or by e-mail:

[experts@sgbs.com](mailto:experts@sgbs.com)

[www.sgbs.com/schools](http://www.sgbs.com/schools)

### St. Gallen Management Schools

#### Board Members and Owners

Partner & Company Owner School

Supervisory & Board of Directors School

#### Top Management Positions

Become CEO

Become a member of the Executive Board

Become a Managing Director

#### Middle Management Positions

Become a General Manager

Become a Division Manager

Become a Project Manager

Become Head of Department

Become a General Manager

#### Specialists, Emerging Leaders

Become a Team Leader

Become a Management Assistant

Become a Product Manager

# St. Gallen Management Schools

## Part-time practical studies in St.Gallen: Learn the profession of "Management".

### Where do you learn management?

In modern companies, there are many people who perform management tasks: As CEO, board member, managing director, head of marketing, head of finance, division manager, department manager, project manager, specialist and many more. They all lead people, deliver customer value, are responsible for investments, capital expenditure and company value. Good management creates prosperity, bad management creates suffering and individual and social hardship.

Wouldn't it make sense that management as a profession has to be learned properly?

The reality is often different: At most universities and colleges you learn methods, theories, tools, knowledge and many parts of what constitutes management. You earn an MBA, an Executive MBA, a Master's degree. You document that you have reached a high level of competence. But is this already a license to become a manager?

My answer is: "No". An MBA proves that you have completed academic studies and acquired skills. Some of these will be needed, others not. The academic degree is a good basis. Nevertheless, much of what you would need for a career in management is not trained or not trained enough in a practical and specific way and is therefore not learned.

Now, you could argue that it is experience that, over time, gives you the knowledge you need to gradually become a good manager. That is certainly the case. But how long does it take to learn what you need? How many mistakes and wrong decisions do you make along the way? How much value is destroyed, how many jobs are lost, how many customers disappointed? Why not benefit from the best and learn the profession of manager properly?

Management as a profession is often not sufficiently professionally trained. It is left to time, chance and trial and error to decide whether something works or not: a very unsatisfactory situation given the importance of the profession.



At St. Gallen Business School, we have been in close contact with a large number of professionals and organizations for decades. We examine what it takes to successfully practice this profession in a value-based and sustainable way. We see the need to understand management as a profession and to learn this profession in the best possible way, with a clear focus on practice and application.

The format for this is called: St. Gallen Management Schools. We thus answer the above question "Where do you learn management" with a unique offer: a mixture of the best management seminars, in-depth workshops and

accompanying coaching. With a clear focus on the profession you already have or would like to have. With training and further education that is really useful.



**Günther Pipp**  
Dr. oec. HSG  
Chairman of the  
Executive Board  
St. Gallen Business School

# St.Gallen Owner/President/CEO School

Qualification for a position as CEO, board member or top management level.

## Sessions

### Dates

St. Gallen Business School organizes each seminar and program several times a year. Dates see: [www.sgbs.com/esch10](http://www.sgbs.com/esch10)

### Location

Some seminars take place in Switzerland, others in Germany or Austria.

### Course fee, Duration

CHF 35'000.- excl. VAT, 12 – 36 months, 30 days  
Invoicing in Euro is possible, at the current daily rate.

## Registration

Internet: [www.sgbs.com/esch10](http://www.sgbs.com/esch10)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

## Participants

Managers who want to prepare for a role as CEO. CEOs who are looking for comprehensive further training with a certificate.

## Admission

At least 5 years' experience as a manager. Profit responsibility for a division or a significant business unit or central function.

## Procedure

**Step 1:** Please let us know if you are interested in attending this St. Gallen Management School. [studies@sgbs.com](mailto:studies@sgbs.com) or phone +41 71 225 40 80

**Step 2:** We will clarify with you in a telephone conversation whether the admission requirements are met.

**Step 3:** If so, please register with us and the study program will then begin on the date of your choice, with a 4-day seminar at our Study Center in St. Gallen. Topic: The holistic St. Gallen Management Approach.

**Seminar modules:** You then attend the planned seminar modules, see "Topics". Each module is organized 3 – 4 times a year, in CH, D or A.

**Competencies of the CEO:** This top-class program aims to prepare you optimally for the role of CEO.

**Certification module:** The course is completed as part of a 4-day certification module in St. Gallen. No exams, but active contribution of knowledge and your experience.

## Concept

### Demands on the CEO

The CEO, Chairman of the Board of Directors or President of the Executive Board with overall responsibility is responsible for achieving the company's operational and strategic results. They set goals, provide direction and guidelines, and shape values and culture. They develop skills, motivation and core competencies. They know how to deliver above-average performance with a top-class management team. Leader qualities include professional interaction with owners, fellow board members, employees and the public. Strategic skills are used to build and secure strong and profitable market positions, even in a tough competitive environment. Thanks to entrepreneurial foresight, innovation and new business models are launched and new profit potential is created in the markets of the future. As CEO, you know the importance of structures and processes and know how to optimize productivity. You make use of financial management and controlling. The result of this "winning spirit" is high customer value, increasing profitability, sustainable development of the company's value and high-performing and motivated employees.

## Topics\*

A total of 30 seminar/presence days, spread over 8 sessions:

- **Strategic Management**  
Details siehe: [www.sgbs.com/e31](http://www.sgbs.com/e31)
- **High-performance organization**  
Details siehe: [www.sgbs.com/e32](http://www.sgbs.com/e32)
- **Financial management for executives**  
Details siehe: [www.sgbs.com/e51](http://www.sgbs.com/e51)
- **Executive Leadership**  
Details siehe: [www.sgbs.com/e87](http://www.sgbs.com/e87)
- **Business Development. Building new businesses**  
Details siehe: [www.sgbs.com/e57](http://www.sgbs.com/e57)
- **Change Management**  
Details siehe: [www.sgbs.com/e73](http://www.sgbs.com/e73)
- **St. Gallen Management Concept**  
Details siehe: [www.sgbs.com/e84](http://www.sgbs.com/e84)

\* This selection of seminars can be changed depending on the situation at the launch event.

### Certificate degree

After successfully completing the SGBS St. Gallen CEO School, you will receive a certificate from St. Gallen Business School. This is proof that you have acquired a top-class qualification for the CEO profession.

# St.Gallen Supervisory & Board of Directors School

## The St. Gallen School for supervisory and management boards

### Sessions

#### Dates

St. Gallen Business School organizes each course and program several times a year. Dates see:

[www.sgbs.com/esch12](http://www.sgbs.com/esch12)

#### Location

Some courses take place in Switzerland, others in Germany or Austria.

#### Course fee, Duration

CHF 39'000.- excl. VAT, 12 – 36 months, 30 days  
Invoicing in Euro is possible, at the current daily rate.

### Registration

Internet: [www.sgbs.com/esch12](http://www.sgbs.com/esch12)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

### Participants

Responsible persons from controlling bodies of companies and organizations: Supervisory boards, administrative boards or authorized representatives. In addition, personalities from all areas who wish to perform such functions. Also suitable for owners and major shareholders.

### Concept

This is a St. Gallen program for individuals who are not themselves part of the management team as CEO or member of the management board, but who are supposed to monitor the fortunes of the company as a supervisory body. You will learn to perform your supervisory role from a holistic, comprehensive management perspective. You will learn to scrutinize management concepts and strategies and to assess opportunities and risks.

### Service components

#### Seminar modules

Over a period of 12 – 24 months, you will attend 8 seminars, a total of 24 days in presence at St. Gallen Business School. You can choose between locations in Switzerland or Germany.

#### Certification module

The course is completed as part of a 4-day certification module in St. Gallen. No exams, but active contribution of knowledge and your experience.

#### Graduation

After successfully completing the St. Gallen Supervisory & Board of Directors School, you will receive a

certificate from St. Gallen Business School. This proves that you have acquired a top-class qualification for the profession of a member of the Board of Directors.

### Admission

Individuals who belong to the target group and who wish to receive intensive further training in the management aspects of these control functions. The group formation and the study plan are adapted on the basis of previous knowledge.

### Procedure

**Step 1:** Please let us know if you are interested in attending this St. Gallen Management School. [studies@sgbs.com](mailto:studies@sgbs.com) or phone +41 71 225 40 80

**Step 2:** We will clarify with you in a telephone conversation whether the admission requirements are met.

**Step 3:** If so, please register with us and the study program will then begin on the date of your choice, with a 4-day seminar at our Study Center in St. Gallen. Topic: The holistic St. Gallen management approach.

**Seminar modules:** You then attend the planned seminar modules, see "Topics". Each module is organized 3 to 4 times a year, in CH or D, partly in A.

**Individual coaching:** Individual coaching in our Executive Center in Küsnacht on Lake Zurich (1 day) and in 2 virtual meetings. The dates for the coaching sessions are booked separately and arranged individually.

## Topics

The management tasks of an administrative or supervisory board at a glance

- What drives a company in the desired direction and what drives it in an undesired direction?
- Monitoring the future development of the company
- Questioning the management's concepts, strategies, budgets and plans
- Understanding and scrutinizing the financial development
- Understanding the factors influencing the successful survival of the company
- Understanding the opportunities and investment projects presented by management
- Understanding the potential risks and dangers of disruption and decline of the company
- Understanding the consequences of management's strategic decisions on the financial impact and on the development of the company's value or share price
- Knowing the drivers of value creation and value destruction
- Considerations when filling top management positions
- The great importance of the right corporate structure: Which struc-

tures promote growth, motivation, leadership and ultimately financial success?

- Which structures have the opposite effect?
- Beware of false incentive models!
- Commitment to the interests of the owners
- Specification of guidelines, values, corporate culture and management guidelines
- Approval of mission statement and corporate policy
- Other topics brought up by participants

The program does not cover the legal topics of supervisory board, board of directors or advisory board functions, as these depend on the respective legal systems and legal interpretations of the individual countries. This program focuses exclusively on management topics.

This program qualifies you from a management perspective for a responsible position on the supervisory board, board of directors or advisory board of a renowned company or organization.

## Seminars\*

Total of 30 seminar days, self-learning using St. Gallen tools.

- Holistic Management  
Details: [www.sgbs.com/e84](http://www.sgbs.com/e84)
- Digital Innovation  
Details: [www.sgbs.com/eav14](http://www.sgbs.com/eav14)
- Strategic Management  
Details: [www.sgbs.com/e31](http://www.sgbs.com/e31)
- Business Development  
Details: [www.sgbs.com/e57](http://www.sgbs.com/e57)
- Executive Leadership  
Details: [www.sgbs.com/e87](http://www.sgbs.com/e87)
- Finance management  
Details: [www.sgbs.com/e51](http://www.sgbs.com/e51)
- Startup- & New Business Management  
Details: [www.sgbs.com/e97](http://www.sgbs.com/e97)
- High-performance organization and change  
Details: [www.sgbs.com/e32](http://www.sgbs.com/e32)

\* This seminar selection can be changed depending on the situation at the start event.

### Certificate degree

After successfully completing the St. Gallen Supervisory & Board of Directors program, graduates receive a certificate from St. Gallen Business School. This proves that you have acquired a high-caliber qualification for the function of a member of the Supervisory Board or Board of Directors.

## Private Coaching

### Additional option:

#### — Individual board coaching

In addition to the services described in this program, you have the option of booking a personal 'Private Coaching' session separately.

Some topics are too personal to be discussed in a seminar. Others are simply too important or do not meet your personal expectations by attending the seminars alone.

Private coaching is intended for both cases:

- individually just you and an experienced coach from St. Gallen Business School
- in private at our study center in St. Gallen.

The private coaching appointments are arranged individually. We would be happy to create an individual, customized offer for you.

For details and registration for additional private coaching: [coaching@sgbs.com](mailto:coaching@sgbs.com)

# Become a General Manager

## St. Gallen General Manager-School

### Sessions

#### Dates

St. Gallen Business School organizes each seminar and program several times a year. Dates see:

[www.sgbs.com/esch20](http://www.sgbs.com/esch20)

#### Location

Some seminars take place in Switzerland, others in Germany or Austria.

#### Course fee, Duration

CHF 26'900.- excl. VAT, 12 – 24 months, 25 days  
Invoicing in Euro is possible, at the current daily rate.

### Registration

Internet: [www.sgbs.com/esch20](http://www.sgbs.com/esch20)

E-Mail: [seminars@sgbs.com](mailto:seminars@sgbs.com)

Phone: +41 71 225 40 80

Please note our General Terms & Conditions, see [www.sgbs.com/terms](http://www.sgbs.com/terms)

### Participants

Top performers from all areas, specialists and project managers who have recently taken on a general management role or want to prepare for it.

### Admission

At least 4 years of professional experience in line, staff or project management.

### Procedure

**Step 1:** Please let us know if you are interested in attending this St. Gallen Management School. [studium@sgbs.com](mailto:studium@sgbs.com) or phone +41 71 225 40 80

**Step 2:** We will clarify with you in a telephone conversation whether the admission requirements are met.

**Step 3:** If so, please register with us and the study program will then begin on the date of your choice, with a 4-day seminar at our Study Center in St. Gallen. Topic: The holistic St. Gallen management approach.

**Seminar-Modules:** You then attend the planned seminar modules, see "Topics". Each module is held 3 to 4 times a year, in CH, D or A.

**Certification module:** The course is completed as part of a 4-day certification module in St. Gallen. No exams, but active contribution of knowledge and your experience.

### Graduation

After successfully completing the St. Gallen General Manager School, you will receive a certificate from St. Gallen Business School. This proves that you have acquired a top-class qualification for the profession of General Manager.

### Concept

Career advancement to a position with general management responsibility requires holistic management knowledge. In addition to the existing skills of the specialist, a profound knowledge of the functioning of modern organizations is required. The laws and mechanisms of professional management must be incorporated into decision-making and leadership behavior. Modern management methods and instruments must become the natural "tools of the trade" of the general manager. Professional gaps must be closed: The engineer recognizes the possibility of marketing. The biologist learns to assess country-specific strategies and sales concepts. The sales manager understands the relationships between market share, sales growth, capital intensity and profitability. And together they all realize how difficult it is not only to plan changes, but also to implement them effec-

tively, what it means to lead people in a certain direction and to achieve first-class results together as a team.

**Details:** [www.sgbs.com/schools](http://www.sgbs.com/schools)

### Dates

There are 3 – 4 sessions per year for each seminar module. You choose the dates/locations that suit you.

### Topics\*

A total of 25 seminar/presence days, spread over 7 sessions:

- **General Management**  
Details: [www.sgbs.com/eact10](http://www.sgbs.com/eact10)
- **Development of a strategy**  
Details: [www.sgbs.com/e31](http://www.sgbs.com/e31)
- **Financial management**  
Details: [www.sgbs.com/e83](http://www.sgbs.com/e83)
- **Leadership Competence**  
Details: [www.sgbs.com/e52](http://www.sgbs.com/e52)
- **Appearance and impact as a leader**  
Details: [www.sgbs.com/e78](http://www.sgbs.com/e78)
- **St. Gallen Management Concept**  
Details: [www.sgbs.com/e84](http://www.sgbs.com/e84)

\* This seminar selection can be changed depending on the situation at the start event.



# Corporate Programs

Company-Specific Projects

## Inhouse Offers

### Company-specific Management Development

St.Gallen School has been supporting companies and organizations on the road to success for decades. Our clients benefit from experience, knowledge, best practice, a network of relationships and an intensive commitment to their goals.

We would be happy to discuss the possibilities of cooperation with you:

- national or international
- in German or English
- in executive education, management training or management development for junior staff

#### **Inquiries:**

E-Mail: [inhouse@sgbs.com](mailto:inhouse@sgbs.com)

Telefon: + 41 71 225 40 80

[sgbs.com/inhouse-offers](https://sgbs.com/inhouse-offers)



# St. Gallen Business School

Executive Education

High Potential & Advanced  
Junior Programs

St. Gallen  
Practical Studies

St. Gallen Management  
Schools

Corporate Programs

## EMBA Executive MBA

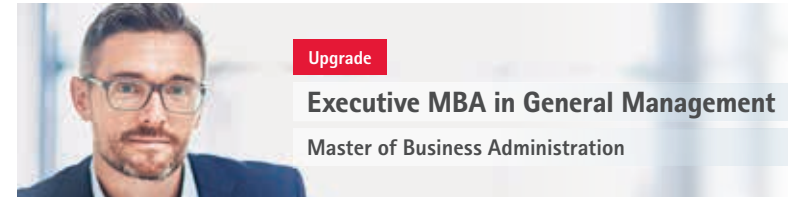
Part-time. For working executives and managers.  
With intensive practical support and optimal integration  
into professional practice.

**For working executives and managers.**



## Executive MBA (EMBA)

For working executives and managers with at least 5 years of practical experience. To be completed in 1½ – 2 years. Accredited Executive MBA in General Management.



## EMBA as Upgrade

For working executives management. First the Certified Executive Management Expert from St.Gallen Business School. Then option to upgrade to the accredited Executive MBA in General Management.



## Online: Executive MBA

For working executives. Up to 95% online, in high-caliber live events. Accredited EMBA in General Management.

\* The cooperation between St. Gallen Business School (SGBS) and SRH Berlin University of Applied Sciences (SRH) allows two goals to be achieved simultaneously: SRH is responsible for the entire academic part, i.e., curriculum, exams, ECTS, semesters abroad, and awarding the state-recognized title. As part of the St. Gallen practical studies program, SGBS contributes the practical knowledge that is essential for putting what has been learned into practice and thus for the students' own careers.



Seminar search

Deutsch

Englisch



Telephone advice

Executive Education

High Potential & Advanced Junior Programs

St. Gallen Practical Studies

St. Gallen Management Schools

Corporate Programs

## Overview: Executive MBA in General Management

### Direct entry or upgrade



### EMBA Direct entry

You register for the EMBA. With a Bachelor's degree as a university admission and at least 5 years of professional experience. For working executives and managers in 2 years or full-time in 1 year.

[www.sgbs.com/emba](http://www.sgbs.com/emba)

### EMBA as Upgrade

You first complete the SGBS Certified Executive Management Expert (1 year part-time) at St. Gallen Business School and then book the upgrade to the EMBA. Suitable for applicants with a university entrance qualification and 5 years of practical experience.

[www.sgbs.com/upgrade](http://www.sgbs.com/upgrade)

We would be happy to advise you on these two paths to an accredited EMBA:

Phone: +41 71 225 40 80

Email: [studies@sgbs.com](mailto:studies@sgbs.com)

## The Executive MBA in General Management at a glance

Criterion	Executive MBA General Management (EMBA)
Target Group	Executives and managers with at least 5 years of professional experience
Duration	If you are working, the two semesters are completed in approximately two years.
Language	English
Advantage 1	Focus on practical benefits for employers
Advantage 2	Studies in St. Gallen and Berlin
Semester 1	Studies at the St. Gallen Business School plus SRH examination module, 30 ECTS
Semester 2	Studies at SRH Berlin University of Applied Sciences, 30 ECTS
Degree 1, after first semester	<b>SGBS Certified Executive Management Expert St. Gallen</b>
Degree 2	<b>EMBA Executive MBA in General Management, awarded by SRH</b>
Attendance days until graduation	About 30 days in St. Gallen, approximately 8 days in Berlin
Required ECTS and time commitment	60 ECTS, 2 x 750 hours time investment
Credit transfer	Previously attended SGBS seminars/courses will be credited.
Study in 2 parts	First, you book the Certified Executive Management Expert St. Gallen with upgrade option.

**Note:** The current educational regulations, admission requirements, and study regulations apply. ECTS credits can only be awarded by SRH if the exams in the first and second semesters are passed, as can the academic title. St. Gallen Business School brings a unique practical focus to the program. This means you will complete a degree that will advance your career.



# Enrollment Form

**St. Gallen Business School**  
**Rosenbergstrasse 36**  
**CH-9000 St. Gallen**  
**Switzerland**

**Phone** +41 71 225 40 80  
**Internet** [www.sgbs.com](http://www.sgbs.com)  
**e-mail** [seminars@sgbs.com](mailto:seminars@sgbs.com)

\_\_\_\_\_  
Seminar-Name

\_\_\_\_\_  
Seminar-Number, Seminar-Date

\_\_\_\_\_  
First Name, Family Name

\_\_\_\_\_  
Company

\_\_\_\_\_  
Address

\_\_\_\_\_  
Country, ZIP-Code, City

\_\_\_\_\_  
Business type, number of employees

\_\_\_\_\_  
Telephone

\_\_\_\_\_  
e-mail

\_\_\_\_\_  
Job title

\_\_\_\_\_  
Date of Birth

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

JPE 26

Enrollment

## Terms & Conditions for Seminars and Programs

### Registration

We are happy to accept your registration or application for a management seminar or program by email, post or internet.

After receiving your registration, we will send you:

- confirmation of your registration with invoice
- information on the schedule, hotel/conference center and arrival
- the room reservation form for your hotel booking

If the seminar is already fully booked, you will be informed immediately.

### Information about the seminar hotels

Further information about our seminar centres and hotels can be found on the Internet [www.sgbs.com/hotel](http://www.sgbs.com/hotel)

### Course fee, Hotel costs, Topics

The course fee (plus VAT, depending in which country the seminar takes place) includes includes tuition and all course material. Participants will download the seminar materials electronically from our download center shortly before the seminar. We will send you an email with a link to download them. The course fee does not include any hotel services such as overnight accommodation, breakfast, meals and the daily flat rate for the hotel or conference center. Participants must pay these directly to the hotel. The daily delegate rate of the conference centers in London, Boston and Shanghai is billed directly by the St. Gallen Business School and forwarded to the conference center.

Participants are of course free to stay overnight outside the seminar hotel. In this case, you pay only the daily flat rate charged by the hotel/conference center directly to the hotel or conference center.

The course fee is charged after registration and must be transferred no later than 6 weeks before the start of the seminar. We reserve the right to make minor changes to topics, the sequence of topics and speakers.

We as organizers have the right to move a seminar to our study center in St. Gallen for valid reasons without this justifying cancellation of registration.

### Cooperation, Questionnaire

Some of our seminars are held in cooperation with other renowned institutions. The respective event partner records customer satisfaction at the end of the seminar and forwards the evaluation to the cooperation partner.

### Certificate

You will receive a course certificate upon completion of the course, or in the case of a multi-part program, during the last part of the program.

### Change of Booking, Postponement

If you rebook a booked seminar or part of a seminar up to 3 months before the start, we charge a rebooking fee of CHF 400 plus VAT. If you rebook between 6 weeks and 3 months before the start of the seminar, 20% of the fees for the rebooked event must be paid. If you rebook less than 6 weeks before the start, 40% of the fee is due. If you re-

book less than 2 weeks before the start of the seminar, 80% of the fee is due. If you do not show up, the fee will be forfeited without compensation. Seminars and parts of seminars not attended will be forfeited.

When rebooking, there may be program changes/adjustments and overlaps. This does not entitle you to a partial refund of the seminar fee.

### Cancellation, Withdrawal

Cancellation of registration (withdrawal or cancellation) is possible free of charge up to 3 months before the start of the seminar. If you cancel between 3 months and 6 weeks before the start of the seminar, 40% of the seminar fee plus VAT will be charged.

Alternatively, a replacement participant can be provided up to 14 days before the start of the seminar against payment of the rebooking fee of CHF 700.– plus VAT, in accordance with the target group description.

The full seminar fee will be charged if the cancellation is made less than 30 working days before the start of the seminar.

Individual seminars can be cancelled by the organizer at short notice due to force majeure or due to a lack of participants up to 10 working days before the start of the seminar at the latest, without any claim for damages being made.

### Postponement in case of danger, pandemic

We treat rebookings made due to a pandemic or an acute danger situation (terror, war) with great

goodwill: We waive the usual rebooking fees. Due to the extended rebooking option, the above-mentioned "free cancellation up to 3 months before the start of the seminar" does not apply. The seminar fee, if not already paid, remains due with the value date stated in the invoice.

Dangerous situations include events such as an epidemic, a pandemic, disasters, serious political or social upheavals that pose a danger to the participants that should reasonably be avoided by postponing the event. A postponement for such reasons by St. Gallen Business School does not entitle the participant to cancel the booked seminar or program.

### Insurance, Liability, Price Changes

We recommend that you take out seminar cancellation insurance with your insurance company to cover cancellation costs due to illness and other events.

Any other damage that could be directly or indirectly related to the seminar attendance, whether from accident, illness, liability, theft, cancellation of the seminar by the organizer or damage resulting from the application of the management knowledge imparted by the participants or the company commissioned by us, must also be insured or covered. We exclude any liability.

Swiss law applies **and the place of jurisdiction is St. Gallen.**

With the publication of a new brochure, all previous information regarding content, speakers and prices become invalid.



**St. Gallen Business School**  
**Rosenbergstrasse 36**  
**CH-9000 St. Gallen**  
**Switzerland**

**Phone +41 71 225 40 80**  
**E-Mail [seminars@sgbs.com](mailto:seminars@sgbs.com)**  
**[www.sgbs.com](http://www.sgbs.com)**