

General Management Program

Best Practices in Leadership Development



The Most Effective Management and Leadership Skills

Focused Preparation for Assuming Cross-Functional
Entrepreneurial Responsibility

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GENERAL MANAGEMENT PROGRAM

Objectives and Content of the Program

In this program, participants learn and practice the most important management and leadership methods as practiced in the best-led companies such as German Hidden Champions or Fortune 500 Companies. This enables participants to make an effective contribution to the implementation of corporate goals. Over the course of five modules, they enhance their management and leadership skills. The content and duration of the program can be customized to the specific needs of the company or organization. A personal development plan (module 5) guarantees the successful transfer into participants' the day-to-day practice.

Overview of the Modules

Module 1: Entrepreneurial Thinking and Action (2 days)

Participants learn how a company functions as a whole, how it is managed, and what is essential for it to be successful in competition. They continuously improve their entrepreneurial decision-making behavior and optimize business processes in a turbulent environment.

Module 2: Strategic Marketing and Business Planning (2 days)

Using cases from your company's practice or with case studies, participants train in creating economically convincing business plans for their area of responsibility (product, project, profit or cost center).

Module 3: Controlling and Cost Management (2 days)

While the second module (Marketing) focuses on increasing revenue, this third module is about cost reduction. Participants are introduced to the most important methods of budgeting and cost control. This includes process optimization (costs, quality, and time).

Module 4: Effective Leadership, Challenge, and Performance (2 days)

Based on 360-degree feedback (or other diagnostic systems to determine their major strengths), participants train their individual leadership and implementation skills necessary to achieve the goals of their area of responsibility.

Module 5: Implementation: Personal Development Plan (2 days)

The competencies acquired are intended to contribute to an improvement in results (productivity and profitability) through application in practice. This is achieved through collegial coaching and consulting with success monitoring (ideally involving the participants' supervisors).

Module Descriptions

Module 1: Entrepreneurial Thinking and Action

Objective

Participants learn how a company functions as a whole and what is essential for it to be successful in a highly competitive and turbulent environment. They make strategic and operational entrepreneurial decisions as a team, analyze the economic consequences of their actions, and strive to optimize business processes and their decision-making behavior. In this hands-on business simulation game, participants can practice their entrepreneurial skills just as a pilot trains his abilities in a flight simulator.

Suggested Topics

- Definition of market-, customer-, and competition-oriented goals
- Measurement of company success using key performance indicators such as productivity, economic efficiency, profitability, and liquidity
- Application of key performance indicators (KPIs) for business management
- Assessment of the impact of entrepreneurial decisions on the balance sheet, profit and loss statement, and liquidity
- The relationship between important business functions such as procurement, production, sales, and finance (holistic perspective)
- Development, implementation, and adjustment of strategies amidst constant changes in customer behavior, markets, and competitors
- Team decision-making in stressful situations.

Method

Business simulation games are among the most effective learning methods. The special feature of this tactile simulation is that the business processes are replicated on a "game board," making them literally more graspable. This leads to strong activation and high-performance pressure; both promote a sustainable understanding (experience) of how a company (or a Strategic Business Unit) operates.

Module 2: Strategic Marketing and Business Plan

Objective

Those who take on entrepreneurial responsibility for a new or improved product, service, project, profit, or cost center must develop a convincing concept for the business success of their venture. A business plan is an essential prerequisite for the provision of necessary financial and human resources. At the same time, by implementing such a project, the responsible individual can demonstrate their entrepreneurial competence.

Suggested Topics

- Development and evaluation of business ideas (from existing operations or from recognizing market opportunities)
- Application of strategic analysis methods (customer, market, and competitive analysis)
- Setting realistic and consistent goals (qualitative, quantitative, long-term, and short-term)
- Effective incentives for goal achievement
- Development and implementation of the marketing strategy
- Coordination of interfaces with other functions such as logistics, production, marketing, sales, controlling, service, etc.
- Analysis of factors influencing results (sensitivity analysis)
- Assessment of projects based on company-specific success criteria
- Key performance indicators (KPIs) for success monitoring in marketing and sales.

Method

Participants bring a business case (a rough concept) or a business idea from their day-to-day operations to the seminar. As preparation, they receive guidelines with examples from other companies and sectors in the preceding module. The entire group then works on two to three examples. If appropriate, these concepts are presented to the management or an expert panel.

Module 3: Controlling and Cost Management

Objective

While the marketing module aims to increase sales, this module focuses on optimizing the cost side. Participants are introduced to the most effective methods for influencing costs and optimizing processes in their area of responsibility. This includes issues of budgeting and assessing the economic efficiency of projects, business units, or companies (company valuation).

Suggested Topics

- Application of cost accounting and income statements to analyze the cost situation of one's own area of responsibility
- Interpretation of fundamental metrics and key performance indicators for managing productivity, profitability, and quality of services within an organizational unit
- Use of income statements for planning, organizing, and monitoring the success of business processes
- Impact of decisions on profitability indicators
- The main types of costs and their potential for influence
- Methods for controlling and budgeting cost centers, profit centers, and internal service units
- The most important methods of project management in cost management as used by management consultancies
- The relationship between company-specific and function-specific key performance indicators (KPIs)
- Value-oriented corporate management and company valuation.

Method

Through exercises, case studies, and examples from their area of responsibility, participants practice using the most important tools and concepts of cost management and process optimization. Additionally, there is an exchange of experiences regarding the application of existing performance measurement systems and control instruments.

Module 4: Effective Leadership

Objective

Participants train and improve the most effective leadership competencies according to current knowledge, tailored to their personal development needs. Effectiveness means leading employees in such a way that strategic and operational goals are successfully implemented within the framework of business plans. At the same time, the leadership model of their company (or organization) should be brought to life.

Suggested Topics:

- Assessment one's own leadership competencies using 360-degree feedback or another diagnostic method to determine personal strengths
- The role of personality traits, values, and skills in leadership effectiveness
- Setting priorities with regard to one's own area of responsibility and contribution to company goals
- Fulfilling a role model function through an authentic personality and competence profile and creating trustworthy relationships
- Inspiring employees through challenging goals and personal perspectives for increased performance
- Promoting learning ability and development of employees through targeted support
- Establishing constructive interpersonal relationships based on respect and trust
- Strengthening accountability through clear expectations and performance standards
- Essentials of power, influence, and persuasion.

Method

The content of this module is conveyed through case studies, role-playing, exchange of experiences, peer consulting, and simulation of critical leadership situations. Various (validated!) methods are used for professional competence diagnosis. In addition, participants learn and practice a specific leadership coaching technique to increase the effectiveness of their leadership work.

Module 5: Implementation: Personal Development Plan

Objective

This module is designed to further develop the competencies acquired by practical application and implementation in day-to-day business. A structured approach with success monitoring is necessary for this purpose. In a personal development plan, participants work out the most important competencies that promise the greatest contribution to company success. This is followed by peer coaching with a performance review after a few months. This can be done, among other things, through a repeat 360-degree feedback or other testing procedures (online and offline). The starting point is the alignment of personal development plans with company goals in a dialogue with company management or the participants' supervisors.

Customizing and Success Monitoring

The details of the adaptation to the client's needs and the success monitoring will be discussed before the start of the program.

Selected References

- Audi AG
- BASF
- Bayer
- Baxter
- Bertelsmann
- Deutsche Bank
- Grammer
- Merck KGaA
- REWE
- Viessmann

For any questions, we are always at your disposal.

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