

MANAGEMENT SEMINAR

Process & Change Management

Optimize processes, shape change

With Process Mining, Decision Intelligence, change architecture, communication, governance and a personal process and change playbook

LOCATION

St. Gallen

DURATION

3 days

LANGUAGE

DE / EN

INVESTMENT

CHF 2,400

MANAGEMENT SEMINAR

KEY FACTS

LOCATION

St. Gallen

DURATION

3 days · optional with ECTS

LANGUAGE

German / English

TARGET GROUP

Managers, emerging leaders, entrepreneurs

INVESTMENT

**CHF 2,400
plus 8.1% VAT**

NETWORK

StGallen imt Alumni

STRUCTURE

Modules build on one another. The result: your personal process and change playbook.

ACCREDITATION

Optional with ECTS accreditation.

ST. GALLEN MANAGEMENT SEMINAR

Design clearer processes. Lead change effectively. See the impact earlier.

Embed change rather than impose it. Combine expert judgment and data-driven intelligence with confidence.

AI is changing the reality of change

Process Mining, Predictive Analytics and generative models are changing how decision-makers analyze workflows, identify bottlenecks, assess automation and steer change initiatives.

Rising complexity, faster cycles of change

Anyone who runs processes and change on experience, project plans and long-established routines alone loses speed, precision and acceptance.

The St. Gallen approach to Process & Change Management in digital transformation

Connect process optimization, change leadership, data and AI systematically – focused on impact, grounded in people, ready for everyday use.

WELCOME

Grüezi and a warm welcome!

On behalf of the StGallen imt Business School, it is a great pleasure to welcome you to our executive seminar "Process & Change Management".

Artificial intelligence is changing the way we lead, decide and create value – fundamentally and irreversibly. This seminar gives you the tools, the methods and the mindset to use AI as a strategic partner in your day-to-day leadership.

"The greatest danger in times of turbulence is not the turbulence itself, but to act with yesterday's logic."

PETER DRUCKER

Our aim: you leave not only with knowledge, but with concrete solutions you can apply immediately to your daily challenges. I look forward to welcoming you personally in St. Gallen.

Prof. Dr. Christian Abegglen

President & Academic Director
StGallen imt Business School



Systematically connecting process optimization, change leadership and artificial intelligence

Processes determine cost, quality, speed and the customer experience. They are where strategy actually happens – and also where change most often stalls, because every improvement cuts into established structures, roles and habits.

The seminar shows decision-makers how to treat process optimization and change leadership as one shared leadership task – to improve workflows measurably, to see the effects of every change early and to embed change lastingly in the organization.

Building on the St. Gallen understanding of integrated leadership, the programme aligns process analysis, impact measurement, automation, change architecture and personal leadership routines with Decision Intelligence, Data Literacy and communication – and connects them to strategy, culture and digital transformation.

One focus is the hands-on use of new analytical tools – for Process Mining, simulation, impact analyses and early-warning systems.

Through methods, case studies and transfer work, participants develop their personal process and change playbook – a practical instrument for turning fragmented initiatives into a coherent change practice that delivers impact and builds trust.

For leaders who want to improve processes tangibly and lead change effectively

The seminar is aimed at managers and emerging leaders, project and programme leads and specialists from these and other functions involved in change:



It is designed for people who want to improve processes tangibly and steer change initiatives effectively through the organization – with a strategic foundation and a clear practical focus.

CORE OF THE SEMINAR

Process analysis, impact measurement, automation, change architecture and personal leadership routines – systematically aligned with one another.

RESULT

A personal process and change playbook that turns fragmented initiatives into a coherent change practice.

IN FOCUS

Decision-makers who want to improve processes tangibly and steer change initiatives effectively through the organization.

PROGRAMME PROGRESS



Opening: process and change thinking with AI and Decision Intelligence.

METHODOLOGY

Models, methods, case studies and transfer work – each module with clearly defined focus areas.

DURATION

Three seminar days in St. Gallen, in German or English.

From process analysis to transfer

Process & Change Management rethought with AI

You will see how AI-based models become part of your day-to-day work on change – as a sparring partner, an analytical tool and an assistant. Classic process and change thinking is combined with data-driven methods to free up time for the decisions that really matter. The aim: to rethink processes and change and to lead change more effectively.

FOCUS AREAS

- Understand the role and impact of AI in process optimization and change leadership
- Use AI as a sparring partner, analytical tool and assistant in day-to-day change work
- Combine experience and process knowledge with data in a targeted way
- Redesign decision architectures for complex change questions
- Use tools for fast, robust decisions in process and change initiatives
- Clarify responsibility and transparency when using new analysis methods
- Consistently avoid misreading process and performance data
- Win back time for strategic change work

Modules that build on one another combine process optimization, change leadership and hands-on AI application.

Decision Intelligence – faster clarity and better quality in change decisions

Data-driven methods change how you work with process information, weigh options and take change decisions. The seminar shows how the quality, speed and consistency of your decisions improve measurably – without losing rigor.

FOCUS AREAS

- Understand data-driven systems and integrate them into change processes
- Use Predictive Analytics and scenarios to spot developments earlier
- Use simulations for capacity, lead-time and resource decisions
- Separate relevant metrics from irrelevant – focus on what matters
- Prioritize change initiatives by effort, impact and risk
- Secure quality and consistency in change decisions
- Delegate to AI-based analysis tools sensibly and keep control
- Safeguard decision quality through structured reflection

Analyzing and optimizing processes

Process optimization starts with solid facts, not assumptions. You learn to make workflows visible end to end, identify bottlenecks and waste, and design improvements where they pay off.

FOCUS AREAS

- Structure the process landscape and make it visible end to end
- Use Process Mining and process data for robust analyses
- Identify bottlenecks, system breaks, duplicated work and waste
- Improve lead times, error rates and process costs systematically
- Weigh standardization against deliberate exceptions
- Assess automation and AI potential realistically
- Reorganize the interfaces between units, systems and partners
- Put the customer perspective and value creation firmly at the center
- Embed continuous improvement in daily work instead of leaving it to projects

Recognizing and steering the effects of process change

Every process change reaches beyond its own area – into roles, skills, costs, interfaces and culture. You learn to anticipate these effects systematically, measure them and steer them actively.

FOCUS AREAS

- Make impact chains visible: from the process change to the business result
- Run impact assessments for the areas, roles and interfaces affected
- Detect unwanted side effects and displacement effects early
- Avoid local optimization at the expense of the wider system
- Assess the effects on employees, skills and workload realistically
- Evaluate the effects on customers, quality and delivery capability
- Build robust cost, benefit and payback calculations
- Evidence impact with suitable KPIs and before-and-after measurement
- Organize corrective action when the expected impact fails to materialize

PROGRAMME PROGRESS



Process analysis and steering its effects.

FIELDS OF APPLICATION

Process Mining, simulation, impact analyses and early-warning systems.

PROGRAMME PROGRESS



Shaping change: change architecture and communication.

PERSPECTIVE

Turn those affected into participants, sharpen messages, strengthen trust in change.

Change Management – shaping change effectively

Change does not succeed by decree, but through participation, clarity and consistency. You learn to set up change initiatives so that they land in the organization and last.

FOCUS AREAS

- Make the case for change clearly and develop a convincing target picture
- Set up the change architecture, roles and responsibilities cleanly
- Turn those affected into participants and involve key people early
- Understand resistance, take it seriously and work with it constructively
- Balance pace, sequence and the organization's capacity realistically
- Use quick wins without putting long-term impact at risk
- Enable managers to act as multipliers in the change process
- Understand and shape culture as a success factor in transformation
- Move transformation from concept to consistent implementation
- Identify what makes change last and prevent a relapse into old patterns

Communication and leadership impact in the change process

Effective change depends on clear communication. The module covers stakeholder communication, dialogue with those affected, crisis communication and alignment between executive management, the project and the line organization.

FOCUS AREAS

- Sharpen messages for different stakeholders and affected groups
- Use AI to make complex process and data relationships easy to grasp
- Present the logic behind decisions transparently and comprehensibly
- Strengthen trust, credibility and clarity in change communication
- Prepare dialogue formats, town halls and feedback loops deliberately
- Communicate effectively in critical phases and after setbacks
- Ensure alignment between project, line organization and executive management
- Balance AI-supported and personal communication sensibly

Detecting risks, resistance and undesirable developments earlier

You analyze project trajectories, process metrics and organizational dynamics with modern methods – and translate weak signals into effective countermeasures, resilience and stability.

FOCUS AREAS

- Build early-warning systems for process deviations and project progress
- Recognize weak signals of overload, lost trust and change fatigue
- Expose spurious causality, policy resistance and typical thinking traps
- Assess the risks of automation, system changes and migrations
- Make dependencies on systems, suppliers and key people visible
- Build resilience to disruptions, outages and swings in demand
- Find the balance between stability and agility
- Prepare and rehearse crisis management systematically
- Resolve conflicts between units constructively
- Adapt organizational models, responsibilities and interfaces to new dynamics

Governance, ethics and responsibility in AI-supported process and change management

AI changes not only process decisions, but also responsibility, liability and trust.

The seminar treats AI not as uncritical hype, but as a responsible leadership instrument for lasting impact and legitimate decisions.

FOCUS AREAS

- Develop governance structures for process ownership and the use of AI
- Define responsibility, liability and roles clearly in automated processes
- Take account of data protection, employee representation, compliance and regulatory requirements
- Establish ethical guardrails for automation and performance data
- Build acceptance among employees, the works council and stakeholders
- Address bias and misinterpretation in process and performance data systematically
- Ensure quality assurance, documentation and auditability
- Assess and communicate the effects of automation on jobs transparently
- Judge the limits of AI in process and change initiatives realistically
- Balance human responsibility and technological possibilities sensibly

PROGRAMME PROGRESS

Responsibility and risk: early warning, governance and ethics.

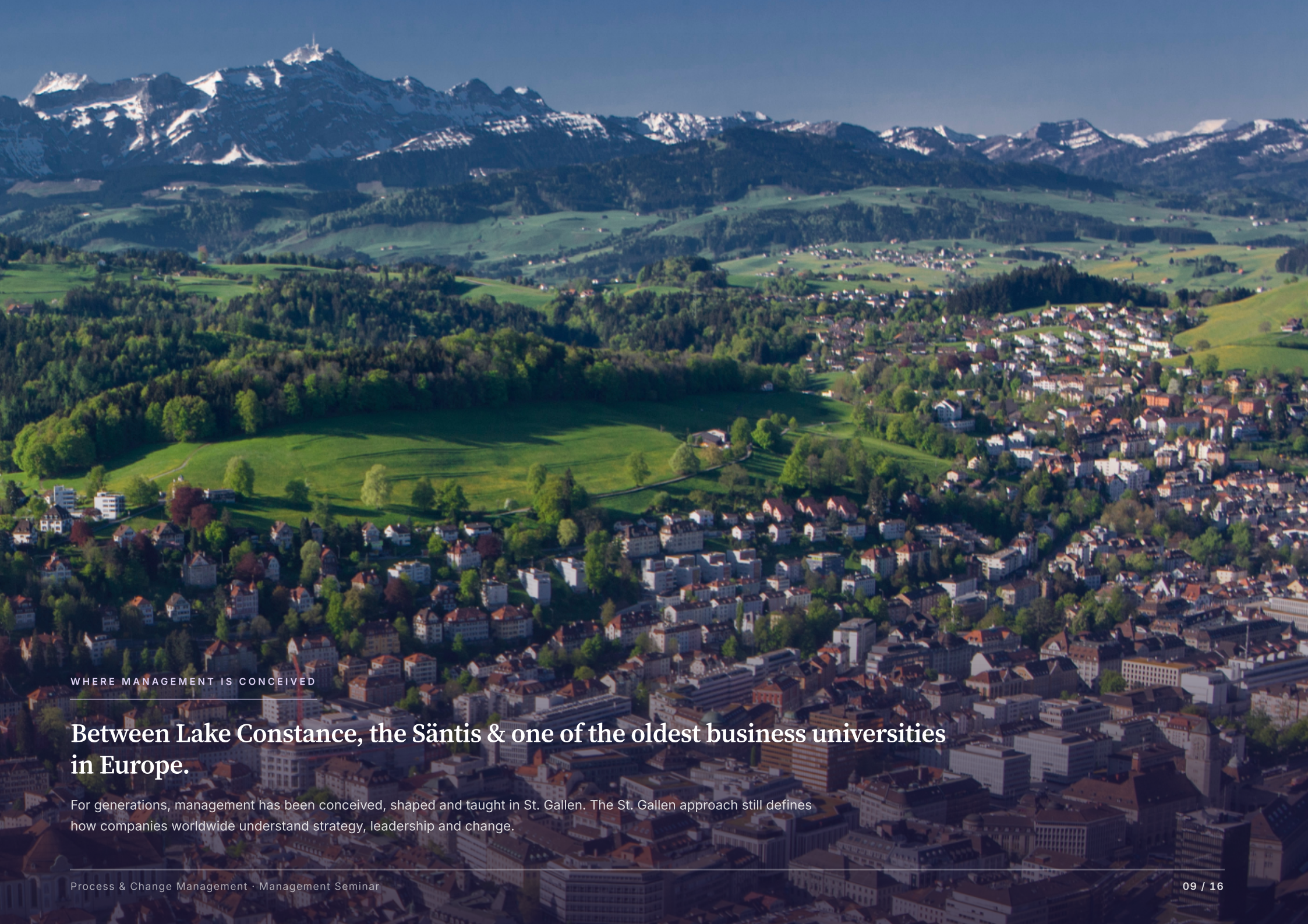
STANCE

AI as a responsible leadership instrument – not as uncritical hype.



LOCATION

St. Gallen Management Valley



WHERE MANAGEMENT IS CONCEIVED

Between Lake Constance, the Säntis & one of the oldest business universities in Europe.

For generations, management has been conceived, shaped and taught in St. Gallen. The St. Gallen approach still defines how companies worldwide understand strategy, leadership and change.

PROGRAMME PROGRESS

Conclusion: transfer into your own leadership practice.

YOUR RESULT

A personal process and change playbook for more clarity, speed and impact in everyday work.

Transfer into your own leadership practice

You identify the biggest levers in your own area of responsibility and develop your personal process and change playbook – strategically grounded and ready to use in your leadership practice.

FOCUS AREAS

- Reflect on your own process and change practice in a structured way
- Recognize strengths, gaps and untapped potential
- Identify the biggest levers for impact, speed and acceptance
- Bundle fragmented initiatives and align them for shared impact
- Derive concrete measures for your own area of responsibility
- Set implementation priorities for the next 100 days
- Develop a personal process and change playbook for everyday leadership
- Prepare the transfer into your organization, your team and everyday change work

YOUR RESULT

Your personal process and change playbook – a practical instrument for turning fragmented initiatives into a coherent change practice: for more clarity, speed and impact in everyday work.

Shaping processes and change with greater confidence

You will shape processes and change with greater confidence: you understand how AI is changing process analysis and change decisions, how to combine data and experience sensibly, and how optimization, communication, culture, governance and personal leadership routines work together.

You gain concrete starting points for turning fragmented initiatives into a coherent change practice – with measurably better processes, clearly assessed effects and greater acceptance across the organization. And you develop your personal process and change playbook for more clarity, speed and impact in your daily work.

In this way you strengthen your impact in times of change, the quality of your decisions and the performance of your organization.

TANGIBLE BENEFITS

- ✓ Analyze processes with data and improve them measurably
- ✓ Recognize the effects of change earlier and steer them actively
- ✓ Assess automation and AI potential realistically
- ✓ Understand resistance and build acceptance for change
- ✓ Implement change initiatives faster and with less friction
- ✓ Use AI responsibly, ethically and in line with compliance
- ✓ Develop a personal process and change playbook for everyday leadership

YOUR RESULT

A personal process and change playbook that turns fragmented initiatives into a coherent change practice.

IMPACT

Measurably better processes, clearly assessed effects and greater acceptance across the organization.

FACULTY

The seminar combines conceptual grounding with hands-on process and change practice and current AI applications.

EXCHANGE

Participants from different functions, industries and companies contribute their own experience, questions and perspectives.

NETWORK

StGallen imt Alumni

Five features that make the difference

- 01 The St. Gallen management approach**
Processes, change, decision-making and AI are not treated in isolation but understood as one integrated leadership task.
- 02 Practice, not theory**
Models, methods, case studies and transfer work help you derive concrete measures and a personal process and change playbook for your own area of responsibility.
- 03 Peer-to-peer exchange**
Participants from different functions, industries and companies contribute their own experience, questions and perspectives.
- 04 Lecturers from practice and academia**
The seminar combines conceptual grounding with hands-on process and change practice and current AI applications.
- 05 A basis to build on**
The seminar can serve as a stimulus for your own development and as an entry point to further programmes and seminars at the StGallen imt Business School.

ACADEMIC LEADERSHIP



**Prof. Dr. Dr. h.c.
Piotr Bula**
EXECUTIVE COUNCIL

Key information at a glance

All the key facts about the “Process & Change Management” management seminar – dates and registration are on the following page.

LOCATION	St. Gallen
DURATION	3 days · optional with ECTS
LANGUAGE	German / English
TARGET GROUP	Managers, emerging leaders, entrepreneurs
INVESTMENT	CHF 2,400 · plus 8.1% VAT
NETWORK	StGallen imt Alumni



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Continuously questioning yourself and developing further is essential for lasting success.

Dr. Manfred Wittenstein
FOUNDER AND OWNER · WITTENSTEIN

TERMS



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Switzerland

NOTE

Corporate dates can be
scheduled individually –
contact us.

REGISTRATION

REGISTER ONLINE NOW



Scan the QR code with your smartphone or visit **imtschool.ch** and select the "Process & Change Management" seminar.

TERMS

CHF 2,400 · plus 8.1% VAT
3 days · St. Gallen
German / English

NOTE

Corporate dates can be scheduled individually – contact us.

Registration form

Process & Change Management · 3 days · St. Gallen

SELECT SEMINAR DATE *

The following dates are available as alternatives.

2026

☐ 13.–15.08.2026 St. Gallen **ENGLISH**

☐ 10.–12.12.2026 St. Gallen **GERMAN**

2027

☐ 24.–26.06.2027 St. Gallen **GERMAN**

☐ 12.–14.08.2027 St. Gallen **ENGLISH**

☐ 09.–11.12.2027 St. Gallen **GERMAN**

PERSONAL DETAILS

* Required fields

SALUTATION *

☐ Mr. ☐ Ms. ☐ Other

TITLE

FIRST NAME *

LAST NAME *

COMPANY *

POSITION *

POSTCODE *

CITY *

COUNTRY *

EMAIL *

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RETURN THE COMPLETED FORM TO

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