

# PROBLEM SOLVING & PERSUASION

OCTOBER 5<sup>th</sup> – 6<sup>th</sup>, 2017

AT THE ZURICH INSTITUTE OF BUSINESS EDUCATION

## CONTENT

Most top management surveys report problem solving and effective communication are among the top five skills for leaders at every level.

**Why?** Because people with those skills stand out from the crowd, they are preferred and promoted.

*Good problem solvers* understand their briefing at the first meeting, they quickly identify solutions, they prioritize, they leverage delegation, they are reliable, independent and consistent.

*Effective communicators* are capable of meaningful synthesis, they communicate key messages up-front, structure their arguments with logic, organise their documents with effective storylines, they engage and persuade audiences.

**How?** This module is designed to be a substitute to investing significant time learning; it accelerates capability building by using proven teaching techniques. More specifically:

- **Take-home, ready-to-implement frameworks**, which can be practiced immediately with “Monday morning” challenges.
- **Specifically designed case study**, which is the platform for discovering and practicing methodologies and frameworks.
- **Action learning didactics**, which include case discussions, role plays, presentations and group works.

## FACULTY

The following member of our world-class faculty will lead this module:



### Roberto Quaglia

is Professor of Strategy and Management at ESCP Europe and visiting Professor at the Zurich Institute of Business Education / CEIBS. He has first discovered the impact of problem solving and communication skills, when he was a consultant at McKinsey & Co. Since then, as a Professor, he has made it one of his main teaching topics and he has supported thousands of people in such mastery journey.

## LEARNING OUTCOMES

**After this module, participants will be able to:**

- Do effective problem framing at the first meeting, i.e. avoid working at solving the wrong problem!
- Manage senior time efficiently, by taking the lead of the problem solving process from the first meeting.
- Leverage logic trees to decompose key issues and quickly develop hypothesis .
- Develop hypothesis to be tested early early on and avoid “boiling the ocean” with irrelevant analysis.
- Prioritize solution hypothesis, before engaging in time consuming analysis (hypothesis driven problem solving approach).
- Organise analysis coherently with delegation and working in teams.
- Communicate by leveraging the pyramid principle, i.e. with storylines designed to convince audiences and move to action.
- Convert storylines into effective supporting documents (eg. slides) and leverage wisely senior management inputs.
- Deliver oral communication leveraging the principles of Ethos, Logos and Pathos (Connect, Convince and Commit), linking problem solving to persuading audiences.

**DIFFERENT VIEWPOINTS,  
DIFFERENT INDUSTRIES AND  
A GREAT GLOBAL MIX –  
TWO DAYS OUT OF THE OFFICE  
BUT IN THE THICK OF IT –  
SHARING EXPERIENCE AND  
KNOWLEDGE – RELEVANT AND  
TIMELY DISCUSSIONS AS WELL  
AS EXCLUSIVE NETWORKING.**

## PRICE

Per participant:  
**CHF 3'000.–**

**IF YOU REQUIRE  
FURTHER INFORMATION  
PLEASE CONTACT:**

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