

PROBLEM SOLVING & PERSUASION

DECEMBER 13th – 14th, 2018

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.

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.**

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.

PRICE

Per participant:
CHF 3'000.–

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

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