

| Leadership jumpstart.  
| Level up for the future.

# Solving Complex Problems

Critically analyze problems and generate breakthrough solutions to the toughest organizational issues



**Schulich**  
School of Business  
Executive Education

| YORK U



# Solving Complex Problems

Organizational success rests in the hands of leaders who possess superior problem-solving skills. This program provides intuitive tools that enable executives to rapidly cut to the heart of strategic and organizational challenges, focusing on areas that have the greatest impact on performance. Participants will learn a step-by-step process for diagnosing business issues, generating options and implementing innovative solutions.

**Leadership** jumpstart.  
**Level up** for the future.



2-day program



Maximum 30 participants



Book this program [online](#)





# Solving Complex Problems

- Great decision-making requires clarity in generating options and criteria under challenging conditions.
- Effective rational and creative problem solving begins with careful definition of the problem.
- Use the Dialectical Solutions Method (DSM) for highly-complex problems and difficult dilemmas.

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# Program Highlight



## For Busy Professionals

Rich learnings in just 2 days of study, so you can put your new problem-solving skills to work right away.



## Collaborative

Discover how to share your new knowledge with team members



## Interactive

Hands-on and participatory



## Digital Badge

Receive an authentic digital badge from Canada's #1 business school



# Program Faculty



**Stephen Friedman**

MA Psych

Stephen specializes in teaching leaders and management professionals about various aspects of interpersonal communication, management skills and leadership development in the workplace. His extensive education experience includes online and live education.

He is an award winning, Adjunct Professor of Organizational Studies at the Schulich School of Business at York University since 2000, where he teaches Organizational Behaviour, Team Development, Human Resource Management and Leadership in the BBA, MBA, Masters of Marketing, Masters of Management and Masters of Artificial Intelligence programs. Stephen has worked with groups and individuals across a broad range of industries. Stephen's casual and affable delivery style immediately puts his participants at ease and sets a unique interactive and engaging tone which has made him a sought after and repeat speaker, educator and coach for numerous organizations across Canada. His style is authentic, provocative, humorous and fun. He holds an M.A. and an Honours B.A. in Psychology.



**This is an excellent program with real-world application that I can use in my team tomorrow. I highly recommend it.**

**R. Young**

Operations Manager, Canada Post Corporation

**The program provided opportunity to discover new tools and understand complexities surrounding decisions, problems and dilemmas. I am looking forward to using what I've learned in my business and everyday life.**

**K. Ruck**

Associate Director Operations, Transport Canada



# Program Content



## Making Strategic Decisions

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The key to great decision-making is clarity in generating options and criteria under challenging conditions. You will learn how to master this process.

## Solving Problems That Can Be Solved

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Effective problem solving begins with careful definition of the problem. Leaders will learn a set of proven approaches for rational and creative problem solving.

## Managing Difficult Dilemmas

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When a problem is highly complex, and resistant to multiple attempts at solution, it is a dilemma. Participants will use the 5-step Dialectical Solutions Method (DSM) to tackle their toughest strategic dilemmas.



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# Who Will Benefit



## Mid-Career Leaders

Solve tough business problems for your team as a manager, supervisor or project manager, and gain the unique decision-making skills to advance to more senior positions.



## Senior Leaders

Senior leaders and executives will learn to methodically navigate organizational dilemmas and overcome complex roadblocks in a competitive market.



# Completion Benefits



## Advanced Badge

Shows that you're able to apply knowledge at a strategic, organizational level.

After completing Solving Complex Problems, you'll receive an authentic digital badge from the #1 business school in Canada that employers will recognize.

As more and more companies look for candidates with specific skills, this badge on your CV will be a credible assurance of your achievements and expertise, allowing the right roles to find you faster.



14 HRP-CPD Hours. This program has been approved for CDP hours under Section A of the Continuing Professional Development (CPD) Log of the Human Resource Professionals Association (HRPA). Be sure to note the program ID number on your CPD log. For more information about certification or continuing professional development, visit the HRP website at [www.hrpa.ca/hrdesignations\\_/Pages/Continuing-Professional-Development.aspx](http://www.hrpa.ca/hrdesignations_/Pages/Continuing-Professional-Development.aspx)

# Why a Certificate at Schulich ExecEd?

There will no longer be a single transition from graduation to work in one's life.

Because few of us have the same job for life, we constantly have to re-invent ourselves, learn new skills and adapt to the changing marketplace and business environment. Today's professionals and executives must be able to quickly develop and fine-tune personal business skills to adapt and grow.

## **We are #1 Business School in the country**

We have the privilege of being ranked #1 and teaching top students from around the world.

## **Our Program is Unique**

Distinction from growing competition in the job market.

## **We Provide a Combination of Skill Specialization & Range**

Deepen your current skills and acquire new ones.



# About Schulich ExecEd

At Schulich ExecEd, the professional development arm of the world class Schulich School of Business, all our programs are non-degree, mid-career acclaimed qualification that employers recognize and that you can add to your CV.

## We provide:

- Short programs building an individual business skill have industry recognized credentials for that skill
- Certificate programs build a wider skill set with a number of key skills
- Masters Certificates are an intense dive into Leadership, Management or specific Business skillsets. This is our highest mid-career professional development business school certification

## Key Stats:

- Ranked #1 business school in Canada
- Ranked #12 in global MBA ranking
- Educated over 80,000 professionals across the world.
- Delivered over 4,000 programs virtually and in-person
- 96% of our graduates used knowledge or skills from the program on the job
- 87% of our graduates reported improved job performance
- Worked with over 500 companies worldwide

Over 450 leading faculty in areas of management, leadership, communications, finance, marketing, business development and strategy







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