

Leadership jumpstart.  
Level up for the future.

# Problem-Solving for **Managers**

Master Complexity, Lead with Clarity.



**Schulich**  
School of Business  
Executive Education

**YORK U**

## Problem-Solving for Managers

This program equips leaders with a flexible methodology to solve business and people challenges. Learn how to identify different types of problems, reframe issues for innovative solutions, and embrace new thinking approaches. Gain the tools to adapt to uncertainty, challenge assumptions, and lead with greater insight.

**Reframe** Challenges.  
**Unlock** Innovative Solutions.



15 hours of study program



Book this program [online](#)



## Problem-Solving for Managers

- Leaders often fall into habitual problem-solving patterns based on past experiences, which may not be effective in today's fast-changing environment.
- The key to innovative solutions lies in framing problems correctly from the start, avoiding misaligned expectations and ineffective approaches.
- By embracing adaptive, flexible thinking, leaders can break free from rigid methods and confidently tackle complex challenges.

**Reframe** Challenges.

**Unlock** Innovative Solutions.



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# Program Highlight



## For Busy Professionals

Rich learnings in just 15 hours 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 top-ranked 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



## Module 1: Why is this topic so important?

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- Not all problems have clear solutions—but developing problem-solving skills, along with flexibility, resourcefulness, confidence, and a proactive mindset, helps us respond effectively and make progress even in uncertain situations.

## Module 2: The New Workplace: What does leadership look like?

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- As the external environment shifts, so do the demands on leaders. This section highlights the importance of a growth mindset and evolving problem-solving skills to meet the changing needs of today's workplace.

## Module 3: Self-Paced Asynchronous Session - Readings & Assignment

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- Explore the uncertainty/disagreement matrix and deepen your understanding of complexity. This session covers how to approach complex problems in an uncertain world, and contrasts them with simple and complicated problems to sharpen your decision-making framework.

## Module 4: Complexity and The Nature of 'Problems'

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- This session dives into new ways of thinking by introducing tools to challenge assumptions, see through a complexity lens, and develop insight despite uncertainty. You'll also explore enabling constraints, the power of inquiry, and what it takes to truly change your mind—with hands-on application throughout.

# Program Content



## Module 5: Complexity & New Kinds of Thinking

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- Clear thinking is essential in complex situations. This session focuses on recognizing and avoiding psychological traps that can cloud judgment and block effective problem-solving.

# 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 this program, 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.

# 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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