STRUCTURED PROBLEM SOLVING
Solve complex business problems in an effective way.

BPI
Creating Value Together

| Agenda items	The relevance for a business partner	Participants will be able to...
1 **DEFINE THE PROBLEM** Be clear and specific on the "real problem" that you are trying to solve.	A clear problem definition helps define the actual problem to be solved and the scope and boundaries of the problem. Without it, problem solving often becomes inefficient, ineffective and potentially solving the wrong problem.	• Use the "problem definition template" to scope and define a problem. • Do an "elevator pitch" of your problem using the SCQA structure.
2 **STRUCTURE THE PROBLEM** Explore the solution space of your problem and prioritize areas with the highest impact.	Using issue trees to disaggregate the problem allows you to explore all the possible solutions. Good prioritization makes solutions come faster and with less effort – do not boil the ocean.	• Using "issues trees" to break-down complex problems. • Apply 80/20 thinking in prioritization.
3 **DO YOUR ANALYSIS** Execute hypothesis driven analysis to drive focus and effectiveness in analyses.	Many controllers analyze bottom-up – extracting data and looking for patters and answers. By working top-down, hypothesis driven and involving your stakeholders, you get to insights faster.	• Develop hypothesis driven work plans. • Using design thinking principles to engage stakeholders in solution design.
4 **PRESENT FINDINGS** Create a compelling story with a clear recommendation.	Often business partners overwhelm their audience with way too many facts and figures. By synthesizing you ask, "so what" and cut to the very essence of your analysis, insights and recommendation.	• Apply the "pyramid principle" to cut to the core of the analysis, presenting simple recommendations supported by arguments and facts.

YOUR TOOL BOX
What you will take home

We leverage the McKinsey Problem Solving framework tailored to the needs of business partners

Easy-to-use check lists.
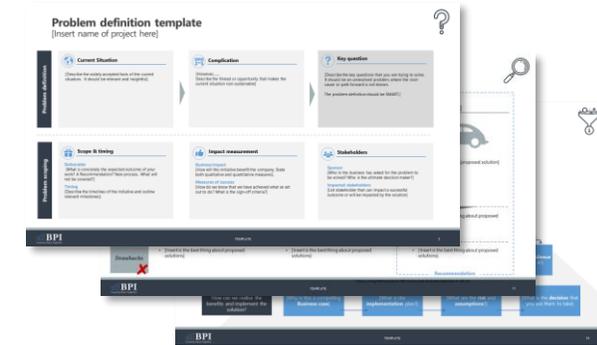
Ready-to-use templates.

MAKING IT STICK
How we ensure taking learnings from classroom into practical use.

Identify Case
Participants identify a relevant business problem that they will work on. (aligned with key business stakeholders).

Practice
Practical use of the toolbox solving a group case.

Prepare a problem statement on own case.

Solve case
Present the problem statement to stakeholder(s).

Solve case work and present recommendation.

Before

At the training

After the training

TRAINER
Your facilitators

MICHAEL BÜLOW
Partner in BPI

Michael has a background as strategy consultant and Finance leader and has used problem solving thinking and methodology as a backbone for his entire work life

He will lead the session sharing tips and tricks from the consultant toolkit.

ANDERS LIU-LINDBERG
Partner in BPI

Anders is an experienced business partner, global thought leader and partner in BPI. He has moreover delivered internal training in problem solving to hundreds of business partners in Maersk.

Anders will share stories on the power of problem solving in the hands of a business partner

"Problem solving is much more than a toolkit – it is the operationalization of the business partner role"
Controller, NGO

1-2 days