

BW 412 Analytic Consulting Skills

Consultants do not simply solve problems as stated by the client but they help the client to find out, what the real problem is all about. In order to successfully do so with very little knowledge about the client organization, a set of analytic techniques will be introduced and practiced. After identifying the real problem, a consultant explores the solution space in a systematic and creative way, analyzes complex interdependencies among solution components, identifies the optimal solution, and prepares the communication of this solution in a convincing way. At the end, the proposed solution should stand the test of even the most critical client to create a positive impact! Finally, we will take a conscious look at the cognitive limitations to rational problem solving.

Semester Agenda:

- Define the real problem
- Develop solutions
 - Heuristics and deductive logic trees
 - Advanced creativity stimulation
- Solution packaging
- Explore complex interdependencies
 - Business dynamics and simulation
 - Scenarios
- Assess the solution's financial impact
- Shape the final recommendation
 - Define the storyline
 - Underpin with hypothesis and/or y/n-trees

Beware of hidden flaws in conceptual thinking

Assessment: Rated assignments; a final exam only upon specific student request at the outset of the course.

Lecturer: Prof. Dr. Selchert

ECTS: 4