



**ICE**

IQP, CRYSTAL, Excellence

# Certificate

## **Beat Schybli**

has successfully completed the training

# ICE Train-the-Trainer

Course on theory and practice of  
ICE Instructor-Led training  
at Novartis  
on

**February 11-14, 2019**

- ICE in the Organization
- ICE Scope/Seek, Solve & Sustain phases
- In-depth practice of key ICE Tools
- How to train ICE

Arvid John  
Trainer