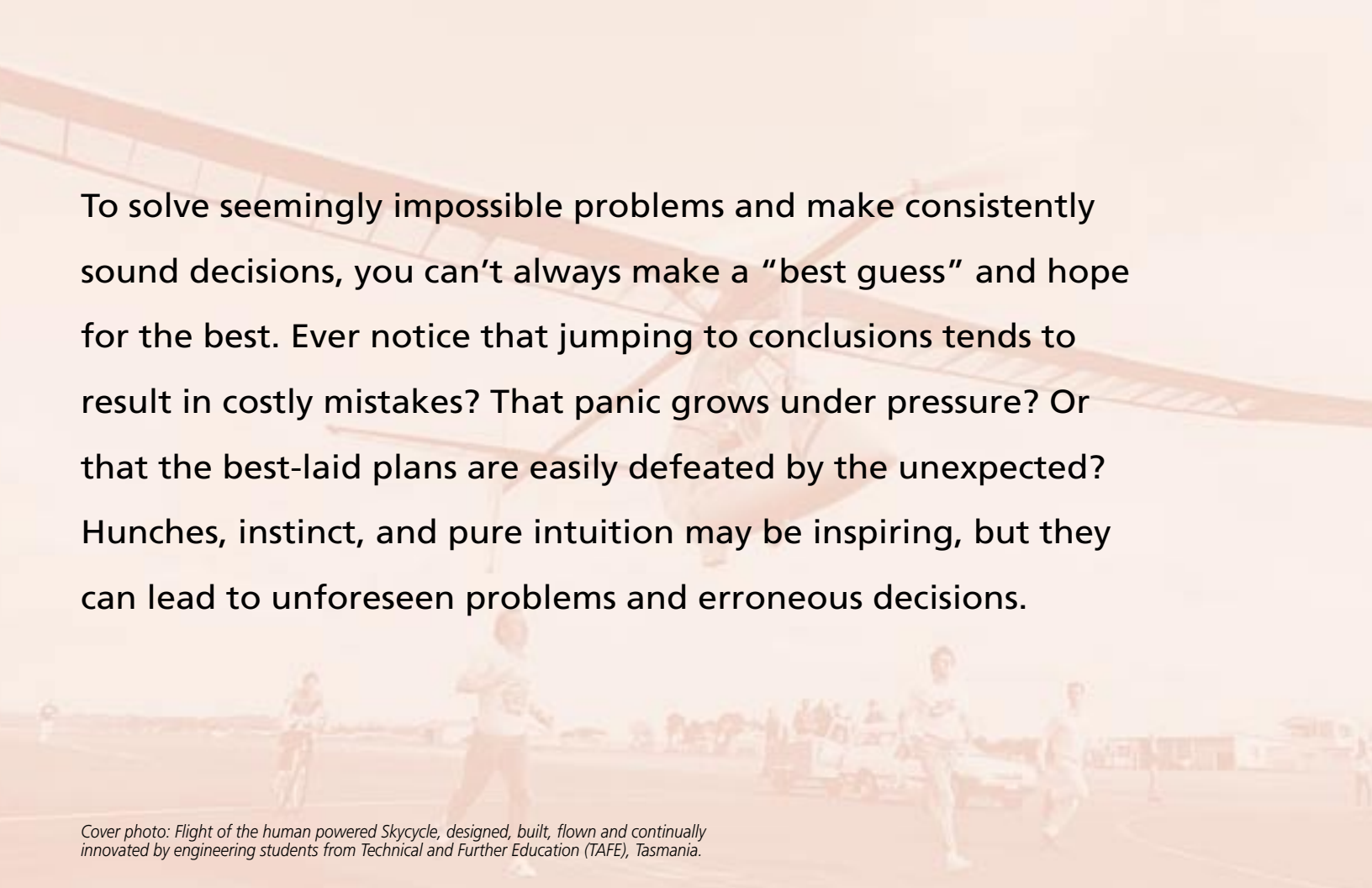


# Problem Solving and Decision Making





To solve seemingly impossible problems and make consistently sound decisions, you can't always make a "best guess" and hope for the best. Ever notice that jumping to conclusions tends to result in costly mistakes? That panic grows under pressure? Or that the best-laid plans are easily defeated by the unexpected? Hunches, instinct, and pure intuition may be inspiring, but they can lead to unforeseen problems and erroneous decisions.

## **Problem Solving and Decision Making**

For more than four decades, Kepner-Tregoe has studied how effective business leaders approach difficult business issues. We incorporated their habits into our Problem Solving and Decision Making (PSDM) process to create a logical, consistent approach to nearly any difficult situation.

## **Complex Issues—Changing Environment**

Today's lean organizations face a dizzying array of issues ranging from cost control, customer satisfaction, quality, and productivity to competition, change, technology and more. People with diverse professional, educational, and cultural backgrounds must work together to resolve issues under intense time pressure.

By using Kepner-Tregoe Problem Solving and Decision Making, people can efficiently organize and analyze vast amounts of information and take appropriate action. PSDM helps teams tap into the know-how of individuals, develop consensus, gain commitment, and resolve conflicts. Everyone is on the same wavelength, using a common approach and language. And everyone works towards the same goal, regardless of background or expertise.

## Capabilities Soar

By using Kepner-Tregoe Problem Solving and Decision Making, people can efficiently organize and analyze vast amounts of information and take appropriate action.



## Technically Speaking

The Kepner-Tregoe Problem Solving and Decision Making process is actually four distinct processes, each designed to address a specific type of situation:

**Situation Appraisal** is used to separate, clarify, and prioritize concerns. When confusion is mounting, the correct approach is unclear, or priorities overwhelm plans, Situation Appraisal is the tool of choice.

**Problem Analysis** is used to find the cause of a positive or negative deviation. When people, machinery, systems, or processes are not performing as expected, Problem Analysis points to the relevant information and leads the way to the root cause.

**Decision Analysis** is used for making a choice. When the path ahead is uncertain, when there are too many choices, or the risk of making the wrong choice is high, Decision Analysis clarifies the purpose and balances risks and benefits to arrive at a solid and supported choice.

**Potential Problem Analysis** is used to protect actions or plans. When a project simply must go well, risk is high, or myriad things could go wrong, Potential Problem Analysis reveals the driving factors and identifies ways to lower risk.

## Custom Fit to Produce Results

Kepner-Tregoe offers Problem Solving and Decision Making training that is tailored to a range of audiences and needs. Our learning design accommodates different learning styles and emphasizes the application of our process to work-related issues.

In the classroom, expert instructors focus on the relevance and applicability of concepts and encourage interaction. Learners are given the opportunity to use their new skills in realistic case studies. A significant portion of class time is dedicated to applying skills to the learners' actual work-related issues and receiving expert advice and coaching. Finally, learners plan how the skills will be incorporated into their work routine and applied to organizational issues.

Kepner-Tregoe eThink® performance support software is available to guide continued use of the process and build a knowledge base of problems and solutions.

## College and Other Credits Available

Kepner-Tregoe training has been recognized by the American Council on Education, Project Management Institute, and National Association of State Boards of Accountancy. Workshop participants are recommended for college credit, Professional Development Units (PDU), Continuing Education Units (CEU), and Continuing Professional Education Units (CPE). Contact us for complete credit information.

## Problem Solving and Decision Making Results in Action

Following a merger, a global company used Kepner-Tregoe processes to save \$1.3 million in insurance costs in the first year and \$300,000 in subsequent years.

A computer chip manufacturer solved a long-standing defect problem, saving \$2.8 million annually.

A food products manufacturer saved \$1.03 million through improved planning and decision making by work teams.

A plastics manufacturer used Kepner-Tregoe processes to improve office operation cycle time by 26%.

A U.S. money center bank used problem analysis to resolve a recurring systems failure and restore their international monetary exchange cycle, preserving millions of dollars in interest earnings.

## **Kepner-Tregoe at a Glance**

Kepner-Tregoe is an international leader in the quest to improve business results through better individual, group, and organizational effectiveness. Founded more than 40 years ago by Drs. Charles H. Kepner and Benjamin B. Tregoe, the company conducts business throughout the world. Continuous, applied research in our client organizations keeps Kepner-Tregoe processes on the cutting edge of today's business challenges.

The company was founded on the premise that the problem solving, decision making, and project management processes used by exemplary leaders can be learned and applied by others. Through training and consulting, we have helped generations of leaders to improve their individual and organizational performance.

Our proprietary processes are applied by Kepner-Tregoe consultants to a variety of business issues. Engagements range from strategy formulation to high performance manufacturing, customer support and regulatory compliance. Our consultants work across the globe, serving companies of all sizes, in a range of industries. Their success is measured in performance improvements that yield bottom-line results for clients.

At a time when organizations are facing multiple challenges—intense global competition, crushing growth and cost pressures, rapid technological advances—Kepner-Tregoe plays a vital role in helping them improve the clarity of their strategic thinking and operational effectiveness.

## Education Services Partners for Training

Kepner-Tregoe works in partnership with community and technical colleges to bring Problem Solving and Decision Making training to your organization. Workshops are delivered by college instructors who are certified by Kepner-Tregoe to deliver our workshops. If your local community or technical college is not yet a Kepner-Tregoe Education Services Partner, you or your local college can contact Kepner-Tregoe Community College Services to initiate an education services partnership. To learn more, contact: Jennifer Mullins, Community College Services 609-252-2295 e-mail: [jenmullins@kepner-tregoe.com](mailto:jenmullins@kepner-tregoe.com)



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## Kepner-Tregoe Office Locations

Headquarters United States	Affiliates
Australia	Finland
Canada	Italy
France <i>(serving Spain)</i>	Korea
Germany	Mexico <i>(serving Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, and Panama)</i>
Hong Kong	Philippines
Ireland	United Arab Emirates <i>(serving Qatar, Saudi Arabia, Oman, Kuwait, Bahrain, Egypt, Lebanon and Jordan)</i>
Japan	
Malaysia	Venezuela
Netherlands	
Singapore	
Switzerland <i>(serving Belgium)</i>	
Taiwan	
Thailand	
United Kingdom	