



KT

INCIDENT MAPPING<sup>SM</sup>

What do you do when  
things have **gone wrong**?

How do you **manage**  
**the unexpected**?



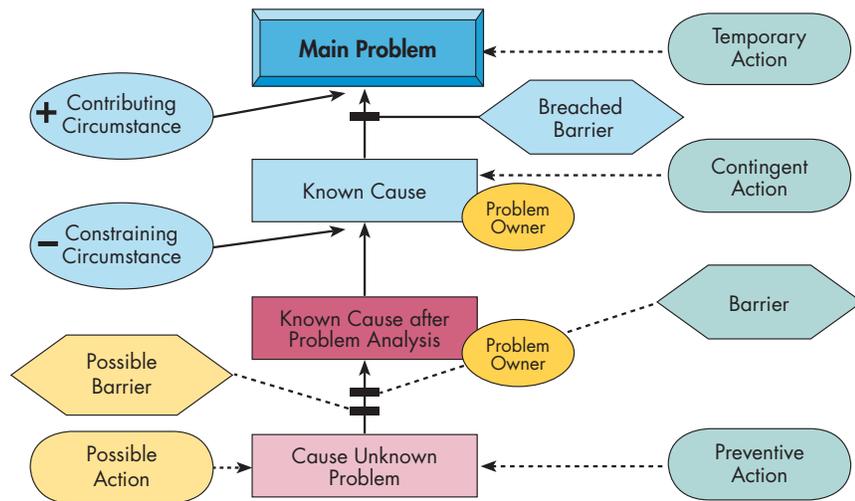
“Too often, accident investigations blame a failure only on the last step in a complex process...A MORE COMPREHENSIVE UNDERSTANDING OF THAT PROCESS could reveal that earlier steps might be equally or even more culpable.”

—(space shuttle) Columbia Accident Investigation Board, 2003

Safety, the environment, quality, and reliability—threats to these standards and other risks force organizations to be vigilant and proactive. Yet despite the best efforts to prevent problems, things can go wrong. When a problem, incident or disaster occurs, the pressure to act swiftly and effectively mounts—even while consequences continue to unfold.

Kepner-Tregoe® (KT) Incident Mapping brings the clarity needed to gain control, take the right action, prevent other incidents, and influence the future in a positive way. Complex issues that seem impenetrable are usually bound by several closely related themes. Incident Mapping systematically unravels and elucidates complex and impenetrable issues by providing a clear and complete overview of the full scope of an incident. The result is a visual map of mutual relationships and interdependencies that provides the basis of a meaningful and creative approach to finding solutions.

## INCIDENT MAPPING DIAGRAM



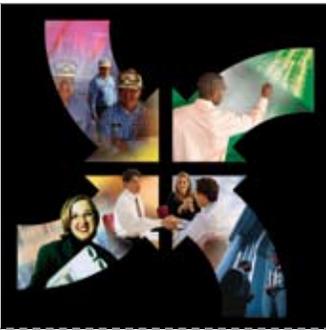
*Incident Mapping helps you identify everyone who played a role in the incident and provides insights into how they can contribute to solutions and prevention. Using symbols and color to clearly communicate information, distinctions are made between the causes and effects of problems, circumstances that contribute to the scope of problems, and breached barriers.*

## Working with KT

KT consultants are often asked to facilitate an investigation with Incident Mapping and to provide advice and support as Incident Mapping is introduced into an organization. KT facilitators are highly valued in situations that are complex or emotional, involve many

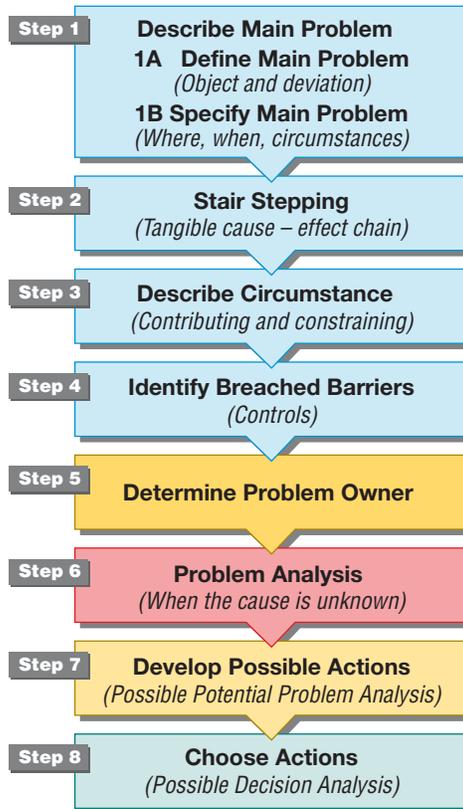
parties, or are fraught with blame.

Our customized approach is relevant to a variety of situations and job functions. We also help organizations build internal Incident Mapping capabilities.



## Technically speaking

The Incident Mapping process consists of eight steps, more or less taken in the following order:



Incident Mapping supports a team approach to understanding an incident and taking appropriate action. The Incident Map becomes the focal point through which insights and associations are shared. Analysis of an incident usually requires meticulous reporting to management or third parties. Proving that “a picture is worth a thousand words,” the Incident Map replaces excessive verbiage with visual information that is easily understood.

Incident Mapping supplements KT rational processes, the gold-standards for issue resolution that are used in organizations worldwide to find cause, select the best solution, and prepare for the future. It focuses on the interrelationships of these analyses and becomes the cement that binds them together.

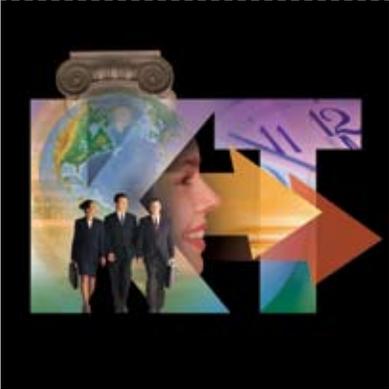
**A CREATIVE PERSPECTIVE** Incident Mapping draws on both hemispheres of the brain. Investigation, definition, and analysis draw on the left brain. Visualization, symbolism, and the use of color activate the right brain. By drawing on both, Incident Mapping promotes the ability to imagine and understand what has happened and what can happen in the future.

**A HOLISTIC ADVANTAGE** Incidents take no heed of organizational boundaries. Problems can burn below the surface—you gain control in one area and they flare up in another. Incident Mapping guides you through a complete overview of an incident. It involves everyone who bears responsibility for solving and preventing problems, and it helps them learn from the incident and understand the importance of their contribution.

**A VISUAL GUIDE** The progress of the investigation process can be quickly reviewed. Incident Mapping uses changes in color to indicate when issues have been resolved and actions taken, and links when deeper analyses were performed and documented. You avoid the need for thick reports and improve access to information.



RAPID RESULTS. LASTING VALUE.



KT works with you on an operational level and becomes part of your team. This is the most effective way to combine our process expertise with your specific business knowledge. We help you embed new capabilities into your organization so you can continue to address new and unforeseen issues effectively. As a result, you become more agile and responsive.

WHO HAS SUCCEEDED  
THE KT WAY?

*BASF AG  
Bristol-Myers Squibb  
Canon Sales Co., Inc.  
Citigroup, Inc.  
Dell Computer Corporation  
FedEx Corporation  
General Mills  
Hallmark International  
Harley-Davidson, Inc.  
Honda Motor Co., Inc.  
IBM Corporation  
J.M. Smucker Company  
J.P. Morgan Chase & Co.  
Lockheed Martin Corporation  
Motorola, Inc.  
Sara Lee Corporation  
Siemens AG  
Sony Corporation  
Sun Microsystems, Inc.  
Verizon Wireless, Inc.*

## Using Incident Mapping

Following an explosion at a client's waste incineration facility, KT was asked to find root cause of the blast. Although the incident was miraculously without casualties, people working at the plant were understandably emotional. Plant management, faced with downtime costs, was under pressure to restart part of the plant; and the local government and safety board were involved due to the dangerous nature of the event. Incident Mapping provided a clear overview and common understanding of what happened. It revealed the combination of factors leading to the explosion and what could be done to prevent recurrence. The easy-to-understand Incident Map became the leading document in the communication among all stakeholders.



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