



# PROBLEM SOLVING AND DECISION MAKING

*The gold standard in critical thinking skills*

## BENEFITS

Enhance your critical thinking skills with processes that dramatically improve the way you organize and analyse information

- Ask incisive questions
- Make sound decisions
- Solve critical problems
- Manage complex issues
- Work more effectively in teams to improve productivity, reduce cost and grow the business



### A Management Classic

Participants will receive Kepner-Tregoe's best-selling book, The New Rational Manager.

## WORKSHOP DESCRIPTION

Our classic workshop is the gold standard in critical thinking skills training. This workshop helps you learn and apply KT questioning techniques that improve the ability to cut through complex situations, use data effectively, weigh options logically and act decisively. You will learn to maximize your critical thinking skills, systematically organize and prioritize information, set objectives, evaluate alternatives and analyse impact.

## WHO SHOULD ATTEND

Managers and executives at all levels who must solve problems, make decisions and implement plans will benefit from this workshop – now and for years to come. Employees and support staff who participate in problem solving and decision making within their work units are also encouraged to attend.

## WHAT YOU WILL LEARN

During this workshop, you will learn to use four distinct processes each designed to address a specific type of issue or concern.



Please see overleaf for detailed description

"I have been applying KT PSDM/Rational Thinking Process for almost a decade and it has contributed daily to my work efficiency and effectiveness. It is a powerful management tool which improved my professional performance significantly."

Alice Chou  
Director, Bristol-Myers Squibb

## 2013 Schedule

Jan. 15 - Jan. 17, 2013	Kuala Lumpur	May. 14 - May. 16, 2013	Taipei	Aug. 20 - Aug. 22, 2013	Penang
Jan. 16 - Jan. 18, 2013	Singapore	May. 28 - May. 30, 2013	Johor Bahru	Sep. 3 - Sep. 5, 2013	Kuala Lumpur
Feb. 26 - Feb. 28, 2013	Johor Bahru	May. 29 - May. 31, 2013	Shanghai	Sep. 10 - Sep. 12, 2013	Beijing
Mar. 5 - Mar. 7, 2013	Hong Kong	Jun. 4 - Jun. 6, 2013	Shenzhen	Sep. 18 - Sep. 20, 2013	Singapore
Mar. 12 - Mar. 14, 2013	Kuala Lumpur	Jun. 18 - Jun. 20, 2013	Kuala Lumpur	Oct. 22 - Oct. 24, 2013	Taipei
Mar. 19 - Mar. 21, 2013	Shanghai	Jul. 17 - Jul. 19, 2013	Singapore	Nov. 12 - Nov. 14, 2013	Shenzhen
Apr. 9 - Apr. 11, 2013	Penang	Jul. 23 - Jul. 25, 2013	Hong Kong	Nov. 20 - Nov. 22, 2013	Singapore
Apr. 17 - Apr. 19, 2013	Singapore	Aug. 13 - Aug. 15, 2013	Shanghai	Dec. 3 - Dec. 5, 2013	Kuala Lumpur

Workshop Hours are 9:00 am to 5:30 pm Dress code is business casual

**KT** Kepner Tregoe

REGISTER ONLINE AT [WWW.KEPNER-TREGOE.COM/WORKSHOPS](http://WWW.KEPNER-TREGOE.COM/WORKSHOPS)

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# Begin using a Step-by-Step Process that applies the Best Thinking to your Problems, Decisions and Plans

## WHAT YOU WILL LEARN

KT PSDM methodology has four distinct processes, each designed to address a specific type of issue or concern

PROBLEM ANALYSIS	DECISION ANALYSIS	POTENTIAL PROBLEM/ OPPORTUNITY ANALYSIS	SITUATION APPRAISAL
<p>Find the root cause of any problem and correct it</p> <p><b>What it is</b> Problem Analysis is a process for gathering and analysing information and experience needed to find and correct the true cause of a problem</p> <p><b>What Participants will learn:</b></p> <ul style="list-style-type: none"> <li>• Respond quickly but avoid panic and wasteful actions when faced with a problem</li> <li>• Gather information critical to solving the problem while avoiding irrelevant data</li> <li>• Evaluate possible causes systematically to determine the most likely cause</li> <li>• Prove conclusively that the true cause has been found</li> <li>• Apply the same corrective actions to areas which may have the same problem</li> <li>• Utilize systematic and clear thinking when solving problems under time pressure</li> </ul>	<p>Make the best balanced choice which is fully supported for implementation</p> <p><b>What it is</b> Decision Analysis marries logic, expertise, creativity and factual information to guide individuals and groups to sound choices</p> <p><b>What Participants will learn:</b></p> <ul style="list-style-type: none"> <li>• Clarify the purpose of a decision</li> <li>• Quantify the relative importance of factors influencing the decision</li> <li>• Use creativity constructively to find the best range of options</li> <li>• Evaluate alternatives objectively and fairly</li> <li>• Reveal and assess the acceptable risks of a choice</li> <li>• Present and assess recommendations and build commitment to a choice</li> <li>• Make better choices under time pressure</li> </ul>	<p>Prepare and respond to future threats and opportunities</p> <p><b>What it is</b> Potential Problem/Opportunity Analysis combines past experience and creative insights about the future to logically analyse and prepare for the risks and rewards that could occur</p> <p><b>What Participants will learn:</b></p> <ul style="list-style-type: none"> <li>• Identify critical areas of any plan</li> <li>• Assess the relative importance of threats and opportunities</li> <li>• Use creativity constructively to plan how to avoid future problems and benefit from future opportunities</li> <li>• Involve others to translate planning into action</li> <li>• Respond quickly while avoiding costly mistakes</li> </ul>	<p>Break complex situations into actionable and prioritized components and assign the right people to work on the right things in the right way</p> <p><b>What it is</b> Situation Appraisal reveals all aspects of a situation and their relative priority. It then determines what different courses of actions are needed and who needs to be involved for effective resolution</p> <p><b>What Participants will learn:</b></p> <ul style="list-style-type: none"> <li>• Identify and evaluate real challenges facing the organization today</li> <li>• Break down complex issues into workable elements</li> <li>• Establish priorities and allocate resources for most critical concerns</li> <li>• Choose the right analytical tool to handle each issue</li> <li>• Involve the right people to resolve each issue</li> </ul>

## Results

UBE (Thailand) Group's timely use of KT processes in a Pure Lactam Condensation Tube (1330 E7-2) chemical leakage situation, enabled the plant to avoid an unplanned shutdown and deal with quality issues, resulting in a cost savings of around US \$100,000. Using the KT Problem Analysis process, the maintenance team focused on gathering relevant factual information, systematically eliminating irrelevant possible causes, collaborating and saving time in finding true cause.