Kepner_Tregoe

A systematic problem solving & decision making method

Dr. Zaher b. Alabdo

zaherabdo@hotmail.com

Author – Researcher – Authorized Advanced Trainer

CAMBRIDGE COLLEGE

TECC Training, Educational & Consultancy Center

GLOBAL ACADEMY OF TRAINING&CONSULTING (GATC)

NNC Academy

Continuous Improvement Facilitators

November 24, 2009

The New Rational Manager by Charles H. Kepner & Benjamin B. Tregoe

Think of a Problem

One that you are currently experiencing in your job or one that you have experienced in the past.

Write it down.

* Situation Analysis
* Problem Analysis
* Decision Analysis
* Potential Problem (Opportunity) Analysis

* The Kepner_Tregoe Tool

* *Identify Concerns*

(List threats and Opportunities)

* What deviations are occurring?
* What decisions need to be made?
* What plans should be implemented?
* What changes are anticipated?
* What opportunities exist?
* What bothers us about . . . .?

* Situation Appraisal

* *Separate and Clarify Concerns*
  * What do we mean by . . . ?
  * What exactly is . . . ?
  * What else concerns us about . . . ?
  * What evidence do we have . . . ?
  * What different deviations, decisions, or plans are part of this concern?

* Situation Appraisal

* *Set Priority*
  * *Which concern should we work on first?*
  * Consider …
    - *… the current impact*
      * What is the current impact on people, safety, cost, customers/stakeholders, productivity, reputation, etc?
      * What evidence do you have?
      * Which concern is most serious?

* Situation Appraisal

* *Set Priority*
  * Consider …
    - … *the future impact*
      * If left unresolved, how and when will the seriousness change?
      * What evidence do you have?
      * Which concern is getting worse quicker?

* Situation Appraisal

* *Set Priority*
  * Consider …
    - … the time frame
      * What is the deadline? When do we need to start?
      * When would resolution become difficult, expensive, impossible, or meaningless?
      * What evidence do you have?
      * Which concern will be the hardest to resolve later?

* Situation Appraisal

* Decision Analysis
  * Do we need to simply make a choice?

* Planning the Next Steps

Decision Analysis

* *Clarify the Purpose*
  * What is the decision?
  * What are the *WANT* objectives?
  * What are the *MUST* objectives?
  * What are the relative weights of the objectives?
* *Evaluate Alternatives*
  * What are alternatives to the decision?
  * How do the alternatives fit with the *WANTS*?
  * How do the alternatives fit with the *MUSTS*?

* *Assess Risks*
  * What are the adverse consequences?
* *Make decision*
  * What are the best balanced choices?

Decision Analysis

* Potential Problem (Opportunity) Analysis
  * Do we have an Action or Plan to protect (enhance)?

* Planning the Next Steps

* *Identify Potential Problems (Opportunities)*
  * What are the potential actions?
  * What are the potential problems?
  * What are the potential opportunities?
* *Identify Likely Causes*
  * What are the possible causes for the potential problem?
  * What are the possible causes for the potential opportunity?

Potential Problem (Opportunity) Analysis

- *Take Preventative (Promoting) Action*
  - What actions do we need to take to address (encourage) likely causes?
- *Plan Contingent (Capitalizing) Action and Set Triggers*
  - What actions do we need to prepare to reduce (enhance) likely effects?
  - What triggers do we need to set for contingent (capitalizing) actions?

Potential Problem (Opportunity) Analysis

* *What is the Problem?*

*Planning the Next Steps

* *What is the Problem?*
  * What object (or group of objects) has the deviation?
  * What deviation does it have?
  * What do we see, hear, feel, taste, or smell that tells us there is a deviation?

* Then ask – *What, Where, When,* and to what *Extent?*

* For Example

* Problem Analysis
Describe the Problem

*Problem Analysis _ What

Is	Is Not
*What specific object(s) has the deviation?	▪ What similar object(s) could have the deviation, but does not?
*What is the specific deviation?	▪ What other deviations could be reasonably observed, but are not?

Problem Analysis _ Where

Is	Is Not
*Where is the object when the deviation is observed? (geographically)	▪ Where else could the object be when the deviation is observed, but is not?
*Where is the deviation on the object?	▪ Where else could the deviation be located on the object, but is not?

*Problem Analysis _ When

Is	Is Not
*When was the deviation observed first (clock and calendar time)?	When else could the deviation have been observed first, but was not?
*When since that time has the deviation been observed?	When since that time could the deviation have been observed but was not?
*When, in the object's history or life cycle, was the deviation observed first?	When else, in the object's history or life cycle, could the deviation have been observed first, but was not?

*Problem Analysis _ Extent

Is

- How many objects have the deviation?
- What is the size of a single deviation?
- How many deviations are on each object?
- What is the trend?
  - Occurrences?
  - Size?

Is Not

- How many objects could have the deviation, but don't?
- What other size could a deviation be, but isn't?
- How many deviations could there be on each object, but are not?
- What could be the trend, but isn't?
  - Occurrences?
  - Size?

Problem Analysis
Identify Possible Causes

* *Use knowledge and experience to develop possible cause statements*
  * From experience, what could have caused the deviation?
* *Use distinctions and changes to develop possible cause statements*
  * What is different, odd, special, or unique about an IS compared to an IS NOT?
  * What was changed in, on, around, or about each distinction?
  * When did the change occur?
  * How could each change have caused this deviation?

* *Test possible causes against the IS and IS NOT specification*
  * If _____ is the true cause of _____, how does it explain both the IS and IS NOT information?
  * What assumptions have to be made?
* *Determine the most probable cause*
  * Which possible cause best explains the IS and IS NOT information?
  * Which possible cause has the fewest, simplest, and most reasonable assumptions?

* Problem Analysis
Evaluate Possible Causes

* What can be done to verify any assumptions made?
* How can this cause be observed at work?
* How can we demonstrate the cause_and_effect relationship?
* When corrective action is taken, how will results be checked?

* Problem Analysis

Confirm True Cause

*Let's Look At Some Problems!

* Problem Analysis
  * Do we have a deviation?
  * Is the cause unknown?
  * Is it important to know the cause to take effective action?

* If the answer is YES to ALL three, you have a problem.

* Planning the Next Steps


Questions?

شكراً لكم

معلومات الاتصال

جوال رقم : ٠٠٩٠٥٣٩٦٨١٢٨٢١

بريد الكتروني : zaherabdo@hotmail.com

من هو المحاضر؟

فضلاً اضغط هنا أو هنا