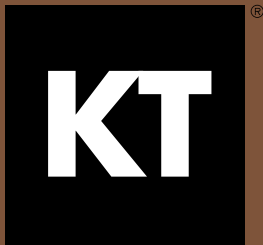


RAPID RESULTS



LASTING VALUE



Kepner-Tregoe Problem Solving & Decision Making



SUCCEED IN TODAY'S LEAN,
TEAM ENVIRONMENT

Find the root cause of problems

Make sound decisions that are supported
and implemented

Anticipate and prepare for future risks

Consistently apply your efforts to the issues
that matter most

Ask incisive questions

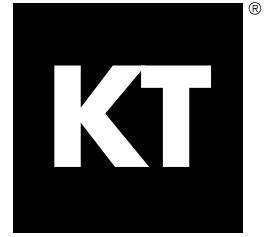
Lead and work more effectively in teams

WWW.KEPNER-TREGOE.COM

Problem Solving & Decision Making

The Gold Standard in

Critical Thinking Skills



Groups resolve issues better by using a systematic process that is grounded in reason, evidence and creativity.

The KT Problem Solving & Decision Making methods are systematic techniques that guide critical thinking to maximize expertise and use data effectively.

Implementing the KT approach uncaps critical thinking and diverse expertise and directs it at your most pressing issues.

The KT methods have been used globally to save billions of dollars and improve quality, productivity, profitability, market share, customer satisfaction and other key measures.



REGISTER FOR A WORKSHOP:
WWW.KEPNER-TREGOE.COM
800-537-6378

"The process enables people to find solutions and encourages them to seek continuous improvement. The more we use it, the more success we have with it, and the more value we create."

*Jeffrey W. Green,
Senior Production Specialist, Sonoco*

"KT is more than a product or idea, it is a structured approach to critical thinking that allows people to see problems and opportunities clearly."

*John Engquist, Project Manager,
Burgess Norton Manufacturing*

Begin Using a Step-by-Step Process that Applies the **Best Thinking** to Your Problems, Decisions, and Plans

PROBLEM ANALYSIS

Find the root cause of any problem and correct it

What it is

Problem Analysis is a process for gathering and analyzing just the information needed to find and correct the true cause of a problem.

Any performance that is poorer than expected, including tough people problems, can be addressed by Problem Analysis.

What participants learn

- Respond quickly, but avoid panic and wasteful action when faced with a problem
- Gather information critical to solving the problem while avoiding irrelevant data
- Evaluate possible causes systematically to determine the most likely cause
- Prove conclusively that the true cause has been found
- Apply the same corrective action to areas that may experience the same problem

DECISION ANALYSIS

Make the best balanced choice that is fully supported and implemented

What it is

Decision Analysis marries logic, expertise, creativity, and factual information to guide individuals and groups to sound choices.

Choosing any course of action large or small, whether it is a purchasing, personnel, operations, project, product, or customer decision, will benefit from the application of Decision Analysis.

What participants learn

- Clarify the purpose of a decision before jumping to a choice that may not make sense
- Quantify the relative importance of the factors influencing a decision
- Use creativity constructively to find the very best range of options
- Evaluate alternatives objectively and fairly
- Reveal and assess the acceptable risk of a choice
- Present and assess recommendations and build commitment to a choice
- Make better choices under time pressure

SITUATION APPRAISAL

Break complex situations into actionable, prioritized components that put the right people working on the right things in the right way

What it is

Situation Appraisal reveals all the aspects of a situation and their relative priority. It then determines what different courses of action are needed and who needs to be involved for effective resolution.

Whether it is responding to a crisis, managing day-to-day operations, or improving hand-offs between shifts, almost any situation requiring effective action will benefit from the application of Situation Appraisal.

What participants learn

- Ask the right questions to gather, clarify and confirm project information
- Use techniques that ensure that project information is heard
- Set expectations and coach others to achieve top performance
- Align and support high performing project teams
- Make the best use of meetings

POTENTIAL PROBLEM/ OPPORTUNITY ANALYSIS

Prepare and respond to future threats and opportunities

What it is

Potential Problem/Opportunity Analysis combines past experience and creative insights about the future to logically analyze and prepare for the risks and rewards that could occur.

Any action or project, whether it is preparing for a presentation or managing a plant shut-down, will benefit from Potential Problem and Potential Opportunity Analysis.

What participants learn

- Identify critical areas of any plan
- Assess the relative importance of threats and opportunities
- Use creativity constructively to plan how to avoid future problems and benefit from future opportunities
- Involve others to translate planning into action
- Respond quickly while avoiding costly mistakes



Maximizing the **Results** of this Three-Day Workshop



The workshop's modular design, based on world-class instructional design principles, is easily adaptable to meet the needs of managers and team members at all levels of experience, working in most functions and industries.

Founded nearly 50 years ago, KT continually collaborates with clients to update our workshops to meet current business issues. .

WHO SHOULD ATTEND

The workshop is recommended for managers at all levels, from supervisors, project and middle managers to top executives. Employees, staff and team members that participate in problem solving and decision making or implementation are encouraged to attend. The workshop will provide nearly anyone with concise and comprehensive concepts that can be applied immediately.

BEFORE THE WORKSHOP

Pre-work helps participants frame the business issues they face and gather information necessary to make significant progress during the workshop. KT professionals can work with participants and their managers to identify and frame priority issues that they will address.

DURING THE WORKSHOP

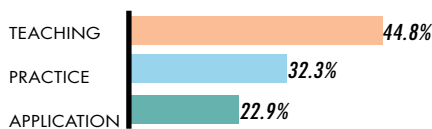
More than half the workshop is dedicated to practicing and applying the concepts to actual business issues. Individual attention from the instructor ensures mastery of the thinking skills. The focus of the workshop is entirely on the needs of the individual participants and encourages discussion of the concepts and how they can be best applied in the workplace.

AFTER THE WORKSHOP

Extensive and personalized follow-up and support by KT professionals ensures that the concepts create immediate and lasting value. KT's comprehensive business capabilities, include removal of structural cost, business process improvement, quality assurance, and other approaches to helping organizations create business results and achieve strategic success.

INSIDE OUR THREE-DAY PROBLEM SOLVING & DECISION MAKING WORKSHOP

Hours	DAY ONE	DAY TWO	DAY THREE
0.5	Opening Briefing	Review Day 1	Review Day 2
1.0	Questioning Discovery	Questioning Skills Teach	PPA/POA Basics Teach
1.5	Process Overview	Distinctions & Changes Practice (Specification)	PPA or POA Practice
2.0	SA Teach		
2.5	PA Introduction	Distinctions & Changes Teach	PPA or POA Application (Single Action)
3.0	PA Discovery	Distinctions & Changes Practice (Evaluate & Confirm)	PPA Techniques Teach
3.5	PA Demo		
4.0	PA State & Specify Teach	DA Clarify Purpose Teach	PPA or POA Application
4.5	PA Basics Practice (Specification)	DA Practice (Objectives)	Listening Teach
5.0			Questioning & Listening Exercise
5.5	PA Evaluate & Confirm Teach	DA Evaluate & Choose Teach	SA Review & Teach
6.0	PA Basics Practice (Finish Spec & Test)	DA Practice (Alternatives & Risks)	SA Exercise
6.5	PA Application (Spec & Test)		SA Application
7.0	Review & Opportunity	DA Application (Choose in Group)	Final Planning
7.5		Review & Opportunity	Summary & Evaluation



All participants receive a notes and reference manual, extensive job aids and our classic book, *The New Rational Manager*, one of the best-selling business books of all time.

ADDITIONAL FEATURES

Video case studies simulate real-life situations and allow participants to practice gathering, sorting, and analyzing information.

Participants learn to use new, more effective techniques for questioning and gathering information.

Case studies developed from companies across industries allow participants to apply problem-solving and decision-making techniques outside their own areas of expertise.

Accelerated learning techniques permit participants to learn skills according to their preferred learning styles.

Group activities help participants capitalize on the collective knowledge and experience of the group and funnel this information into effective action.

SOFTWARE SUPPORT



eThink systems support and enhance our Problem Solving & Decision Making processes – **eThink**

Enterprise extends the power of KT process throughout an organization. **eThink for WorkGroups** unites up to 25 people within a department, team, or functional group. **eThink Desktop** is for individual users working on a personal computer. Contact info@kepner-tregoe.com for more information about eThink.

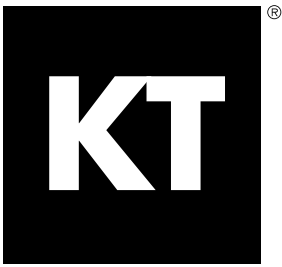
USING KT PROCESSES

Outer space. Rapid use of KT Problem Analysis aboard Apollo XIII helped NASA engineers take contingency actions that brought the flight crew safely home—saving lives and supporting a team that was separated by a quarter of a million miles.

Selection process. After a large, global company required use of KT Decision Analysis for developing job descriptions and hiring, the number of contested hiring decisions dropped to a fraction of prior levels.

1,200 years. Combining training and coaching in KT troubleshooting techniques with process redesign, software tool development, and Six Sigma discipline, Sun Microsystems' support organization reduced total customer wait time by the equivalent of 1,200 years per year.

REGISTER FOR A WORKSHOP: 800-537-6378



We collaborate.

WE'LL WORK TOGETHER

KT can work with your organization to diagnose your greatest needs and design effective solutions. Bringing together just the right resources from KT and your organization, we deliver the rapid results you need. Because the work is done with you, not for you, we help integrate sustainable change that creates lasting value.



WE'LL TEACH YOU



KT can teach you to use and implement the KT methods. This ranges from in-company workshops that build critical thinking skills to working with your leadership to prioritize issues and plan initiatives. Individuals can learn our processes in public workshops held year-round in locations around the globe.

WE'LL TEACH YOU TO HELP OTHERS



KT can develop your employees as leaders capable of implementing the KT methods. They can lead workshops and facilitate troubleshooting, decision-making, planning and implementation. These leaders can play a critical role in developing and implementing programs that align the organization for success.

WHO HAS HAD SUCCESS THE KT WAY?

Partial List:

American Express Company
Avon Products
BASF AG
Boise Cascade Corporation
Bristol-Myers Squibb
Canon Sales Co., Inc.
Citigroup, Inc.

Corning, Inc.
Cracker Barrel
Dell Computer Corporation
Entergy Corporation
FedEx Corporation
General Mills
GlaxoSmithKline PLC
H.J. Heinz Company
Hallmark International

Harley-Davidson, Inc.
Honda Motor Co., Ltd.
IBM Corporation
Interbake Foods
J.M. Smucker Company
J.P. Morgan Chase & Co.
Johnson Controls, Inc.
Johnson & Johnson
Lockheed Martin Corporation

MasterFoods
Motorola, Inc.
Sara Lee Corporation
Siemens AG
Sony Corporation
Sun Microsystems, Inc.
The Trane Company
Unilever PLC.
Verizon Wireless, Inc.
Wendy's International, Inc.

KT at a Glance

We do not take the idea of “team member” or, the often overused, “partner” lightly. It is at the heart of how we operate.

You can rely on Kepner-Tregoe to dramatically improve strategic and operational outcomes. Our real world expertise and unique and proven KT Way, used in collaboration with your team, drive predictable, measurable results and offer a more effective alternative to traditional training and business consulting.

KT works with the leading companies worldwide to improve business outcomes. Our most valued personal and business relationships generally result from working in tight-knit teams – executive teams informing strategy, HRD teams improving performance, and engineering teams improving operations. We pride ourselves in adding value to these teams by driving superior results that are sustainable long-term. This is accomplished by taking a “do-it-with-you” rather than “do-it-for-you” approach.

RAPID RESULTS:

Our processes are designed to yield immediate, measurable results. We identify concrete issues and specific improvements you can expect, and then measure and appropriately monetize the rapid gains we have made.

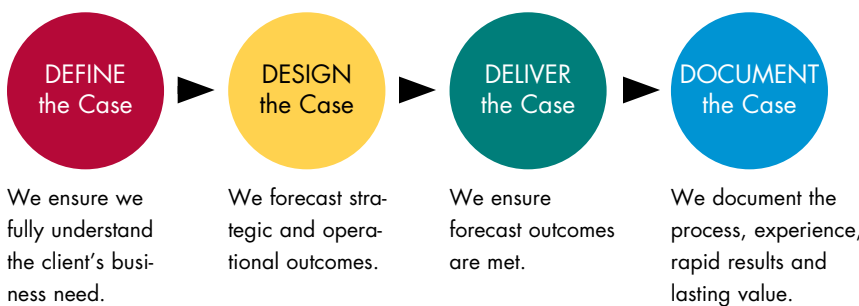
LASTING VALUE:

Our dedication to creating value helps to ensure that the rapid results we achieve are sustainable long-term. By embedding our processes into the way work is done, you can achieve this same success long after we are gone.

THE KT WAY:

We pioneered rational thinking processes. We apply them to drive both strategic and operational outcomes. We collaborate with your team. We transfer capability to your organization. We drive rapid results and create lasting value.

THE UNIQUE KT CASE STUDY APPROACH ACTUALLY FORECASTS, DELIVERS AND DOCUMENTS MONETIZED RESULTS.



When bringing Problem Solving & Decision Making into your organization, or undertaking any project with Kepner-Tregoe, we will do it using our Case Study Approach. Together, we will clarify and monetize the results to be achieved, design the project for maximum effectiveness and efficiency, manage the delivery for success and document the immediate and long term monetized results.

COLLEGE AND OTHER CREDITS FOR KT WORKSHOPS



PMI PDU CREDITS

Kepner-Tregoe has been recognized by the Project Management Institute® (www.pmi.org) as a Global Registered Education Provider (provider #1163).

Between 14–70 Professional Development Units (PDUs) are offered for Kepner-Tregoe workshops, depending on length.

CREDIT™ COLLEGE CREDIT

The American Council on Education (www.acenet.edu) recommends two college credits for the successful completion of many Kepner-Tregoe workshops.

CONTINUING EDUCATION UNITS

Continuing Education Units (CEUs) are available for all Kepner-Tregoe workshops. CEUs are used to meet professional licensing requirements or state certification standards. One CEU is granted for every ten hours of class participation.

NASBA CPE CREDITS



Continuing Professional Education credits are offered for the following Kepner-Tregoe workshops:

Problem Solving & Decision Making 3-day Workshop.....	21 CPEs
Project Management 3-day Workshop	21 CPEs
Managing People in Projects 2-day Workshop	14 CPEs
Project Logic 2-day Workshop.....	14 CPEs

No prerequisites are required for this group/live workshop. For complaints and refunds, please contact Kepner-Tregoe at 888-892-0475. Kepner-Tregoe, Inc. is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Nashville, TN, 37219-2417. Web site: www.nasba.org.

**REGISTER FOR A WORKSHOP:
800-537-6378**

Kepner-Tregoe Problem Solving & Decision Making

2006-2007 DATES AND LOCATIONS

Problem Solving & Decision Making (PSDM)

- Sep 12-14, 2006.....Minneapolis, MN
- Sep 19-21, 2006..... Metro Chicago, IL
- Sep 26-28, 2006..... San Francisco, CA
- Oct 10-12, 2006..... Princeton, NJ
- Oct 17-19, 2006..... Toronto, ON
- Oct 24-26, 2006..... Calgary, AB
- Nov 7-9, 2006..... Anaheim, CA
- Nov 14-16, 2006..... Houston, TX
- Dec 5-7, 2006..... Princeton, NJ
- Dec 12-14, 2006..... Atlanta, GA
- Jan 23-25, 2007..... Chicago, IL
- Jan 30-Feb 1, 2007. San Francisco, CA
- Feb 6-8, 2007..... Atlanta, GA
- Feb 13-15, 2007..... Toronto, ON
- Feb 27-Mar 1, 2007..... Anaheim, CA
- Mar 6-8, 2007..... Pittsburgh, PA
- Mar 13-15, 2007..... Boston, MA
- Mar 20-22, 2007..... Cleveland, OH

- Mar 27-29, 2007..... Princeton, NJ
- Apr 10-12, 2007..... Minneapolis, MN
- Apr 17-19, 2007..... Dallas, TX
- April 24-26, 2007..... St. Louis, MO
- May 1-3, 2007..... Calgary, AB
- May 15-17, 2007..... Chicago, IL
- May 22-24, 2007 ... San Francisco, CA
- Jun 5-7, 2007..... Cincinnati, OH
- Jun 12-14, 2007..... Princeton, NJ
- Jun 19-21, 2007..... Houston, TX
- Jul 10-12, 2007..... Toronto, ON
- Jul 31-Aug 2, 2007..... Boston, MA
- Aug 7-9, 2007..... Atlanta, GA
- Sep 18-20, 2007..... Houston, TX
- Sep 25-27, 2007..... St. Louis, MO
- Oct 2-4, 2007..... Anaheim, CA
- Oct 16-18, 2007..... San Francisco, CA
- Oct 23-25, 2007..... Chicago, IL
- Nov 6-8, 2007..... Toronto, ON
- Nov 13-15, 2007..... Dallas, TX
- Dec 4-6, 2007..... Atlanta, GA
- Dec 11-13, 2007..... Princeton, NJ

Pricing for PSDM:*

U.S.: \$1,695; Canada: \$1,950 CAD (+GST)

Process Consulting

- Oct 30-Nov 3, 2006..... Princeton, NJ
- Mar 12-16, 2007..... Princeton, NJ
- Jul 16-20, 2007..... Princeton, NJ
- Dec 3-7, 2007..... Princeton, NJ

Pricing for Process Consulting:*

Includes one copy of eThink software
U.S.: \$3,000; Canada: \$3,500 CAD (+GST)

PSDM and Analytic Trouble Shooting Train-the-Trainer

- Jan 21-Feb 2, 2007..... Princeton, NJ
- Apr 15-27, 2007..... Princeton, NJ
- Jun 17-29, 2007..... Princeton, NJ
- Aug 12-24, 2007..... Princeton, NJ
- Nov 4-16, 2007..... Princeton, NJ

Call 800-537-6378 for pre-requisite info and pricing.

Confirmation: You will receive e-mail confirmation and course prework four weeks prior to the workshop.

Cancellations: Cancellations received less than five business days prior to the start of the workshop are subject to a \$250 service charge. You may transfer to another workshop or send a substitute. Participants who do not attend a scheduled session without notifying Kepner-Tregoe will be charged the entire workshop fee.

Logistics: Workshop hours are 8:30 am to 5:00 pm. A continental breakfast and lunch will be served each day. Dress code is business casual.

*Group discounts are available for all workshops.

OTHER WORKSHOPS OFFERED BY KT:

PROJECT MANAGEMENT

KT project management gives your organization the common language and approach to organizing, planning and executing projects that motivates teams and builds commitment to success.

ANALYTIC TROUBLE SHOOTING

Creates the same skills as Problem Solving & Decision Making, but designed specifically for people in manufacturing and field service roles. Offered only as an on-site workshop.

PROCESS CONSULTING

Learn the necessary skills to lead and help others solve problems, make decisions, and protect plans. Prerequisite: Problem Solving and Decision Making or Analytic Trouble Shooting®. Candidates are selected in consultation with their organization and KT.

TO REGISTER BY PHONE U.S. and Canada:

Call Lotika Kapoor at 800-537-6378

TO REGISTER ON-LINE www.kepner-tregoe.com

TO RECEIVE INFORMATION ON THESE TOPICS

Call 800-537-6378

- The advantages of bringing our workshops on-site to your organization.
- A free, on-demand webcast about Problem Solving & Decision Making
- A case study that demonstrates the application of Problem Solving & Decision Making to achieve dramatic business results
- An article on using structured problem solving effectively: "Stop Finger Pointing: Using Systematic Problem Analysis to Manage and Enhance Customer-Supplier Relationships"