

Kepner-Tregoe Workshop Catalog

2014

Powered by **KT** Clear Thinking



Clear Thinking for a Complex World

Companies worldwide face significant demands to develop leaders who can solve difficult problems, make wide-ranging decisions, and implement change better and faster.

Kepner-Tregoe's proven, data-driven **Clear Thinking** processes are the foundation of effective leadership. We significantly increase the capability of individuals and teams to think clearly together, with a common language and process. Once they have developed those skills, they can resolve even the most complex issues confronting the organization. The result: rapid problem resolution, calculated decision making, smart project planning, and ongoing management effectiveness.

Because we emphasize skill transfer and sustainability, we provide value for today and every day that follows.

Discover the Power of KT **Clear Thinking**

Success Stories:

- Improved operational efficiency by 47% — **Griffin's Foods**
- Customer satisfaction of tech support increased to +90% — **IBM Rational**
- Increased on time project performance from 57% to 90% — **Aventis**

Our Public Workshops:

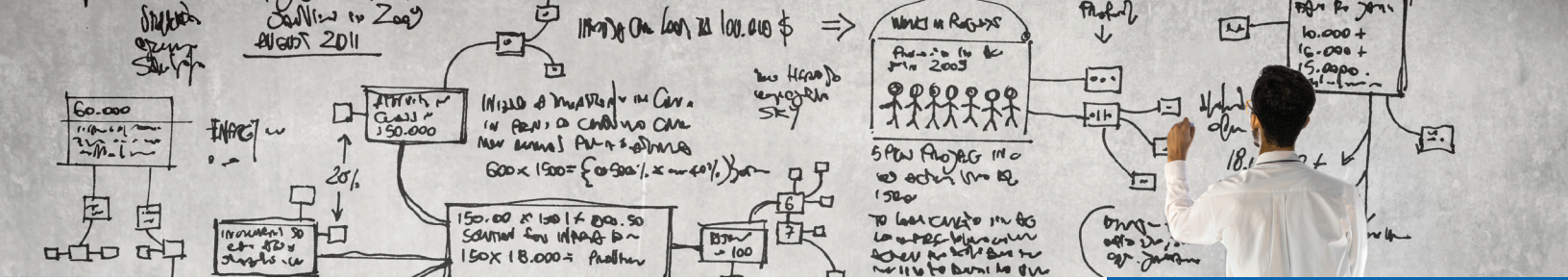
- Problem Solving and Decision Making: enhance your leadership skills with the gold standard in critical thinking
- Project Management: improve project performance with our systematic approach used in organizations worldwide
- Analytic Trouble Shooting®: drive root cause analysis and manage risk using the world's leading troubleshooting methodology
- KT Process Facilitation Workshop: build advanced expertise in issue resolution management
- KT Train-the-Trainer Programs: maximize capability transfer by certifying your own employees to deliver KT programs

For further information visit us at www.kepner-tregoe.com

To obtain full course schedules and register online go to
www.kepner-tregoe.com/workshops/our-workshops/

Or contact Training at 800-537-6378 (United States/Canada)





Problem Solving and Decision Making

Develop your next generation of leaders

Audience: Managers, executives, and employees at any level who are required to solve problems, make decisions, and implement plans will benefit from this workshop. Broaden your critical thinking capabilities and improve your performance by becoming an issue resolution leader.

Duration: 3 Days

Credits: 2.1 CEUS/21 PDUs/21CPEs

Course Description

For 2013, this classic workshop has received an exciting upgrade! The workshop helps you learn and apply KT **Clear Thinking** techniques that improve your ability to cut through the clutter, resolve critical issues, and act decisively. You will have the opportunity to use new skills in realistic case studies and address work-related issues. You will learn to maximize the critical thinking skills essential for effective, efficient collaboration across teams, functions, and geographies.

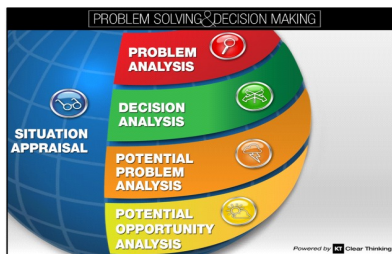
Skills Developed

- Find the cause of challenging problems using a fact-driven approach
- Identify and plan for the resolution of high-priority issues
- Make complex decisions aligned with strategic and operational priorities
- Understand and manage risks proactively when executing projects and initiatives
- Promote and maximize the benefits of future opportunities

Extend Your Knowledge and Your Results with Post-Workshop Support

PSDM Library

- View videos, tips, and tricks
- Download a free copy of the bestselling e-book, *The New Rational Manager*
- Access and download PSDM Excel Worksheet copies
- Reference electronic copies of process cards



Quick Links



Excel Worksheet



NRM eBook



@KT_PSDM Twitter

Kepner-Tregoe Tablet App

The power of KT Clear Thinking on the go. Designed specifically for iPad and Android tablets, the app takes you through KT process step by step to gather, analyze, and share information in order to solve difficult problems, make tough decisions, and evaluate complex situations.



Results Delivered

- Following a merger, a global company saved \$1.3 million on insurance costs 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 vinyl manufacturer increased annualized production with a significant rise in profits
- A food products manufacturer saved \$1.03 million by improving planning and decision-making by work teams

For the complete North America schedule, go to Page 6 or Click here to **register for a workshop today!**

800-537-6378
www.kepner-tregoe.com





Project Management

Disciplined execution for every-size project

Audience: Project managers and any individuals working in a project environment will benefit from this workshop. Bring your project team and prepare for your next project, or get a project back on track.

Duration: 3 Days

Credits: 2.1 CEUS/21 PDUs/21CPEs

Course Description

Organizations worldwide use the KT Project Management approach to ensure that key projects are delivered on time, on budget, and with the desired results. Our scalable process ensures that you have the necessary discipline while being able to adjust flexibly to the scope and needs of a project.

The workshop provides you with project management concepts and core tools to immediately enhance your project work. A realistic, hands-on case helps you use the KT processes and a portion of the workshop is dedicated to applying skills to a project you manage or contribute to at work. You'll also receive expert advice and coaching from a KT professional during and after the workshop.

Skills Developed

Kepner-Tregoe Project Management allows your project leaders to:

- Clarify timing, cost, and performance parameters and identify specific results that the project should produce
- Confidently determine who will do what and when
- Overcome common project pitfalls
- Ensure project goals are achieved while leveraging new opportunities
- Manage human performance and address stakeholder involvement and satisfaction



Results Delivered

- Increased the percentage of on-schedule projects, rising from 56.4% to 90% in the first year alone
- Improved cost management, going from an average \$120,000 in overruns to \$90,000 in under-runs
- Saved millions of dollars in processing and material costs
- Dramatically increased safety performance, including a 40% drop in lost workday/mishap rates

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Kepner-Tregoe has been reviewed and approved as a provider of project management training by the Project Management Institute (PMI®).





Analytic Trouble Shooting

Get the data—solve the problem

Audience: Works at any level in a production environment

Duration: 3 Days

Credits: 2.1 CEUS/21 PDUs

Course Description

Increase the operating efficiency of your production environment by getting to the root cause of your problems and fixing them for good. Utilize the world's leading troubleshooting methodology to find the root cause and take action with speed and accuracy. You will learn to differentiate between types of problems, ask the right questions, and find, test, and confirm true cause before undertaking expensive fixes.

The KT approach to root cause analysis provides a logical framework that supports statistical process control, Lean Manufacturing, Six Sigma, total productive maintenance, self-managed work teams, and other programs. A significant portion of the workshop is spent on application and case study practice to ensure that you can apply your new skills at work.

Skills Developed

Kepner-Tregoe Analytic Trouble Shooting allows your production staff to:

- Become an expert troubleshooter
- Differentiate between types of problems, and ask probing questions to gather pertinent information
- Select a fix and then think beyond it to avoid future problems
- Balance risks before fixing a problem



Results Delivered

- Increased annual yields by 13%
- Launched a new \$15 million product line in nine days
- Reduced losses for a critical defect by 50%
- Realized a \$5.5 million reduction in conversion costs over a two-year period
- Resolved the costliest defect in the company, saving \$1.3 million

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Process Facilitation Workshop

Become the issue resolution leader

Prerequisites: Problem Solving and Decision Making, Analytic Trouble Shooting, Problem Solving and Decision Making for CAPAs, or KT Resolve workshops—3 days or longer.

Audience: People with leadership qualities and basic understanding of KT process who, because of their role in the organization, already act as a facilitator or lead a team. Typically they are: department managers, project leaders, supervisors, process engineers, escalation managers, service and support professionals.

Duration: 5 Days

Credits: 3.5 CEUS/35 PDUs

Course Description

You will deepen your understanding of the systematic KT approach to solving problems, making decisions, sorting out complex issues, and managing risk and opportunity.

As you develop advanced troubleshooting skills and techniques, you will learn how to facilitate the resolution of these kinds of issues by applying them in real time.

This workshop reviews your existing KT issue resolution skills and takes them to a new level of expertise. Also included in this small-group learning experience are tips and techniques for effective coaching and facilitating as well as opportunities to facilitate real job issues.

Skills Developed

Advance the skills you acquired in our 3-day workshops and develop advanced expertise to facilitate the resolution of issues on-the-job:

- Learn special circumstance techniques for issue resolution
- Enhance communication, active listening, and presentation skills
- Learn when and how to involve others in issue resolution
- Accelerate issue resolution using advanced troubleshooting skills
- Build key skills that can enhance your career

Results Delivered

- Accelerate the benefits of the 3-day workshops by leading individuals and teams to resolve issues
- Cut costs, drive efficiencies, reduce defects, and increase profits

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KT Public Session Schedule 2014

United States

Problem Solving and Decision Making

January 28–30	San Francisco, CA
February 4–6	Atlanta, GA
February 11–13	Princeton, NJ
March 4–6	Chicago, IL
March 25–27	Houston, TX
April 8–10	San Francisco, CA
May 6–8	Dallas, TX
May 13–15	Princeton, NJ
June 3–5	Atlanta, GA
June 10–12	Chicago, IL
July 22–24	Princeton, NJ
August 5–7	San Francisco, CA
September 16–18	Chicago, IL
October 7–9	Atlanta, GA
October 14–16	Princeton, NJ
November 11–13	San Diego, CA
December 2–4	Chicago, IL
December 9–11	San Francisco, CA

Project Management

February 4–6	Princeton, NJ
February 25–27	San Francisco, CA
May 20–22	Princeton, NJ
June 24–26	Chicago, IL
July 15–17	Atlanta, GA
August 12–14	San Francisco, CA
September 9–11	Princeton, NJ
November 11–13	Atlanta, GA
December 2–4	San Francisco, CA

Analytic Trouble Shooting

April 8–10	Princeton, NJ
August 12–14	Princeton, NJ

Canada

January 21–23	Toronto, ON
May 6–8	Calgary, AB
November 4–6	Toronto, ON

January 28–30	Toronto, ON
April 1–3	Toronto, ON
April 29–May 1	Calgary, AB
October 28–30	Toronto, ON

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NASBA CPE CREDITS

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

Problem Solving & Decision Making (3 days—Basic—Mgt. Advisory Svcs.)21 CPEs
Project Management (3 days—Basic—Mgt. Advisory Svcs.)21 CPEs

No prerequisites are required for these group-live workshops; however, advanced preparation is required. For complaints and refunds, please contact Kepner-Tregoe at 800-537-6378. 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 submitted to the National Registry of CPE Sponsors through its website: www.learningmarket.org.





Leader Development Institute

Become a Kepner-Tregoe Program Leader

Prerequisites: To be considered for the KT Leadership Development Institute, you must attend a minimum 3-day Problem Solving and Decision Making, Analytic Trouble Shooting, KT Resolve®, or Project Management workshop and be interviewed by a KT professional and a representative of your organization. Final selections are based on experience and willingness to acquire the skills needed to serve as a KT Program Leader.

Audience: Program Leaders are selected in consultation with their organization and Kepner-Tregoe. Functional and project managers, future managers, internal consultants, and facilitators will gain valuable skills.

Duration: 10 Days

Credits: 7 CEUS/70 PDU's

Course Description

Employees from a variety of organizations come together to become certified as KT Program Leaders who can lead workshops within your organization. These leaders play a critical role in developing and implementing programs that drive sustainable results and align the organization for success.

The Leader Development Institute has proven to be one of the most effective methods for embedding KT **Clear Thinking** capabilities into an organization. It is an intensive skill development experience that provides in-depth concept knowledge and instructor training. In essence, they become leaders of the organization's **Clear Thinking** process and "change agents."

The programs are held throughout the year for Problem Solving and Decision Making (PSDM), Analytic Trouble Shooting (ATS), KT Resolve, and Project Management (PM).

Skills Developed

Advance the skills you acquired in our 10-day workshop including:

- In-depth concept knowledge, instructor training, and facilitation skills
- Change the way people behave and address issues
- Apply the concepts to organizational issues
- Develop the Systematic Teaching skills to conduct workshops in-house
- Accelerate issue resolution using advanced troubleshooting skills
- Develop thinking leadership abilities that result in a powerful career, and often life enhancing experiences

Results Delivered

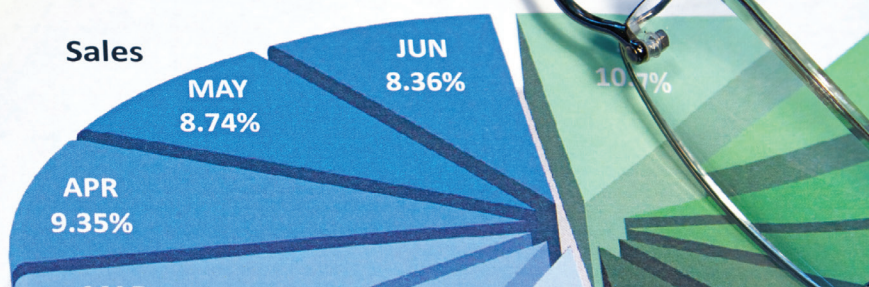
- Maximize in-house skill development capability
- Add advanced process skills to your teams
- Ability to tailor the workshop for different audiences, provide authentic examples and experiences related to the participant's own environment
- Maximize results from investment into skill development

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		07-12		07-13	
\$150		\$150		\$148	
\$100		\$100		\$0	
\$269		\$150		\$150	\$160
\$12,605		\$3,000		\$3,000	\$7,300
\$250	\$1,000	\$688	\$2,000	\$3,000	\$58
\$2,000	\$16,000	\$17,000	\$10,020	\$12,000	\$10,000
\$250	\$500	\$1,000	\$331	\$0	\$0



KT Results Model

Just because someone has acquired a new skill, doesn't mean they are going to change their behavior.

Quality x Adoption = Results!

While most change efforts start with training in new skills, workshops alone are not sufficient to ensure the change is successfully implemented. There are many factors other than training that strongly influence change, behavior, and performance.

Kepner-Tregoe understands and can help you manage these factors to make sure that change actually happens.

We provide capability development to improve the quality of Organizational Thinking when assessing situations, making decisions, solving problems, managing risk, or executing change. And, we also facilitate the adoption of these **Clear Thinking** methodologies to truly optimize results.

In this process, we use proven proprietary frameworks to assess your needs and develop and implement a plan that maximizes the ROI of your investment in capability development.

This plan might include:

- **Triggers and Process Alignment**—defining when a certain capability is required and how it integrates within your current work flow
- **Performance System**—aligning goals, consequences, and feedback with the new behaviors
- **Coaching**—reinforcing concepts on-the-job
- **Leadership**—defining how leadership will role model and support the new skills
- **Cultural Norms**—understanding the role of company culture to support the change
- **Measurement**—tracking “the change” and its impact on core metrics
- **Knowledge Creation**—planning how to systematically document, store, and share the information

Successful change occurs when it's commonly known, “This is how we do business around here!”

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KT Consulting

For decades, Kepner-Tregoe consulting services have been delivering high-impact lasting results for clients around the world. Many consulting engagements integrate training into improvement programs that focus on achieving specific, targeted results. To achieve those results, KT always begins with your needs. What issues are you facing that may benefit from KT **Clear Thinking** solutions?



Operations

- Asset Improvement/Cost Reduction
- Quality Improvement
- Business Process Improvement
- Shutdowns, Turnarounds, and Outages
- Safety Performance
- Project Execution



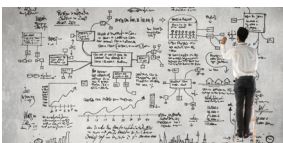
Customer Service and IT Support

- Problem and Incident Management Performance
- Customer Service Differentiation and Alignment
- Service Process Performance



Project Office

- Aligning Projects with Strategic Priorities
- Too Many Projects, No Results
- Delivering on Project Goals while Staying on Budget
- Improving Project Team Collaboration
- Establishing a Project Management Process
- Project Visibility and Control



Human Resource and Leadership Development

- Developing Leadership, Management, and Team Skills
- Improve Team Collaboration
- Fix it Once and Fix it Right
- Set up Self-Directed Work Teams for Success
- Improve the Effectiveness of Decisions Made and Executed
- Getting Teams Focused on the Vital Few



Executive Leadership

- Bringing Strategic Alignment and Collaboration to the C-Suite
- Improving the Quality of Organizational Thinking

To find out more about our products and services, visit us at
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