

A 3-DAY HANDS-ON EXECUTIVE WORKSHOP

Problem Solving & Decision Making

LEARN HOW TO:

- Solve critical problems
- Make decisions when the choice among alternatives is unclear
- Anticipate potential problems and opportunities
- Manage complex issues
- Apply proven principles to your on-the-job concerns

Phoenix, AZ
December 6 - 8, 1988

Orlando, FL
January 24 - 26, 1989

Dallas, TX
February 14 - 16, 1989

Los Angeles, CA
February 28 - March 2, 1989

Atlanta, GA
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Princeton, NJ *
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New York, NY *
June 27 - 29, 1989

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July 11 - 13, 1989

* **Optional FREE**
additional half-day
sessions available at
these workshops. For
details, see inside.

**KEPNER[®]
TREGOE**

Problem Solving & Deci

A 3-DAY HANDS-ON EXECUTIVE V

HERE'S HOW YOU – AND YOUR ORGANIZATION – WILL BENEFIT IMMEDIATELY FROM THIS PRACTICAL, HANDS-ON, SKILL-BUILDING WORKSHOP:

- You will master the skills necessary for solving complex problems – and making difficult decisions – efficiently, correctly, and with ease and confidence.
- You will be able to go back to your office, break down major issues you now face into workable pieces, set priorities for these concerns, and begin to get your most pressing problems solved, one by one.
- You will learn: a proven procedure for making the best decisions...how to evaluate alternatives and generate an overall value for each...and how to make a choice balancing both the benefits and the risks.
- You will see dramatic improvements in your own decision-making and problem-solving abilities, thus increasing your productivity as well as the productivity of your entire staff or department.
- The workshop will present you with a set of tested, proven principles for coping with difficult business challenges – methods that can be documented on paper, providing reasonable justification for recommendations you have made and a means of “selling” your decisions to higher levels of management.
- You will discover how to incorporate the problem-solving and decision-making techniques you learn into your company's policies and standard procedures...and how your executives can interact more effectively as a team through application of these methods.
- You are encouraged to bring *actual* job concerns to the workshop to be resolved.

WHO SHOULD ATTEND

This workshop is designed for executives in the public and private sectors (manufacturing, service, distribution, non-profit, government) who must solve problems and make decisions in their daily work. *The workshop is recommended for managers at all levels, from supervisors and middle management to top executives.* Subordinates and support staff who participate substantially in problem solving and decision making within their work unit are also encouraged to attend.

Kepner-Tregoe's world-renowned Problem Solving & Decision Making workshop provides a logical and practical approach for solving all types of problems and making important business decisions. During this in-depth program, you will learn to apply these proven techniques and strategies to the concerns you now face on the job.

At the end of the workshop, you will have mastered five fundamental processes successful executives use: Situation Appraisal, Problem Analysis, Decision Analysis and Potential Problem and Potential Opportunity Analysis. The principles and methods taught in Problem Solving & Decision Making represent breakthrough concepts developed after years of extensive research by Dr. Charles Kepner and Dr. Benjamin Tregoe and are based on 30 years of experience with commerce, industry, and government worldwide.

SITUATION APPRAISAL: LEARN A PROVEN PROCESS FOR MANAGING COMPLEX ISSUES AND BREAKING THEM DOWN INTO WORKABLE PIECES

WHAT IT IS: Situation Appraisal is a step-by-step process for identifying and evaluating situations. Your concerns are sorted out and broken down into manageable components and then prioritized. A plan is developed for resolving each issue by identifying problems to be solved, decisions to be made, and future plans to be analyzed for potential problems and opportunities.

WHAT YOU WILL LEARN:

- How to manage complex issues
- How to identify and evaluate the *real* challenges facing your organization today
- How to break down major issues and projects into workable pieces
- How to establish priorities and allocate organizational resources to your most critical concerns
- How to develop plans for solving problems, making decisions, and anticipating potential problems and opportunities
- How to choose the right analytical tool to handle each issue
- Techniques for delegating responsibility so that tasks are accomplished efficiently and effectively

PROBLEM ANALYSIS: LEARN A STEP-BY-STEP PROCESS FOR IDENTIFYING, ANALYZING,

AND RESOLVING ANY PROBLEM – EFFICIENTLY AND COST-EFFECTIVELY.

WHAT IT IS: Problem Analysis enables the executive to accurately identify, define, analyze, and resolve problems. You will apply the Kepner-Tregoe problem solving process during the workshop to numerous case studies to emphasize and reinforce the learning process.

WHAT YOU WILL LEARN:

- How to avoid panic and act rationally when a crisis occurs
- Why you need to define the problem in detail before you can start to resolve it
- How to focus in on the *true* cause of the problem by checking readily available facts
- How to make sure you have identified the true cause of the problem *before* you spend a lot of time and money taking corrective action
- Proven methods for testing probable causes against the problem definition
- How to gather the facts you need to solve the problem, extracting essential information in an efficient manner
- Strategies for dealing with “people problems”...machine problems...organizational problems...other special types of problems

DECISION ANALYSIS: LEARN TO MAKE THE BEST BALANCED DECISION WHEN THE CHOICE AMONG ALTERNATIVES IS UNCLEAR.

WHAT IT IS: Decision Analysis is a process successful executives use to analyze all key components of a business decision: the reasons for making the decision, the purpose behind it, the available alternatives, and the relative risks of each. Based on a careful analysis of these elements, you will be able to make the wisest, safest, and most productive choices possible.

WHAT YOU WILL LEARN:

- Why it's essential that each decision you make have a clear purpose
- How to develop objectives and establish a priority for each to determine what you really want to accomplish
- How to evaluate alternative courses of action and weigh the pros and cons of each
- How to make the best choice that balances both the benefits and the risks
- How to “sell” your decisions to others in your organization

Decision Making WORKSHOP

- How to evaluate recommendations made to you outside your area of expertise

POTENTIAL PROBLEM AND POTENTIAL OPPORTUNITY ANALYSIS: LEARN TO APPLY A UNIQUE PROCESS FORWARD-THINKING EXECUTIVES USE TO ANTICIPATE POTENTIAL PROBLEMS BEFORE THEY OCCUR AND MAXIMIZE POTENTIAL OPPORTUNITIES BEFORE THE COMPETITION DOES.

WHAT IT IS: Potential Problem Analysis and Potential Opportunity Analysis are processes focused on concerns with future plans – what *might* happen and what *could* happen. They can help you reduce the number and severity of your problems and to profit from opportunities that others fail to exploit.

WHAT YOU WILL LEARN:

- How to uncover the trouble spots and vulnerable areas in any plan, project, operation, or activity
- How to identify potential problems and actually decrease the likelihood of their occurrence
- How to assess future threats and determine their seriousness and the probability that they will take place
- Why you need to develop and implement contingency plans for specific areas of your business plans
- How to develop preventive actions to protect your ongoing activities from future disaster
- How to develop a management team that looks for opportunity and can move quickly to promote it before the competition does

SPECIAL FEATURES OF THIS INFORMATION-PACKED THREE-DAY EXECUTIVE WORKSHOP

- You are encouraged to work on job-related concerns during the workshop
- Over 60% of the workshop is spent on case studies and specific job applications
- Video presentations dramatize key learning points
- Individualized attention from instructors assures mastery of all key problem solving and decision making skills
- Plenty of time is set aside for answering your specific questions and addressing all your concerns.

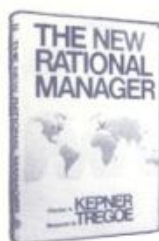
PARTIAL LIST OF COMPANIES THAT HAVE SENT MANAGERS TO THE KEPNER-TREGOE WORKSHOPS

AT&T Company
Aetna Life & Casualty Co
American Cyanamid Co
Automobiles Citroen (PSA)
Bristol-Myers Company
Burlington Industries, Inc.
Burroughs Wellcome Co
Chrysler Corporation
Ciba-Geigy S.A.
Digital Equipment Corp
E.I. Dupont De Nemours & Company
Esso Petroleum
Federal Express Corporation
Ford Motor Company, Ltd.
Fuji Photo Film Company
The General Electric Company
General Motors Corporation
Government of Canada
The Hertz Corporation
Hewlett-Packard Company
Honda Motor Company, Ltd.
International Business Machines Corporation
Martin Marietta Corporation
Merck & Company, Inc.
Miller Brewing Company
Nissan Motor Company, Ltd.

WORKSHOP MATERIALS

All participants receive a comprehensive course manual in a sturdy 3-ring binder. This comprehensive sourcebook eliminates the need to take copious class notes, frees you to concentrate on what is being said, serves to reinforce techniques after the workshop, and becomes an important addition to your permanent management library. Cannot be purchased separately.

FREE BONUS!



Register now and receive, as a bonus, Kepner-Tregoe's latest book, **THE NEW RATIONAL MANAGER**. 224 pages, \$17.95 hardcover value – distributed **FREE** at the workshop.

WORKSHOP LOCATIONS AND DATES

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December 6 - 8, 1988

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June 27 - 29, 1989

Boston, MA
July 11 - 13, 1989

* Optional **FREE** additional half-day sessions available at these workshops. For details, see "How to Register" information at left.

HOW TO REGISTER

BY PHONE: Call Ginny Nelson toll-free at 800-223-0482 (in New Jersey, 609-921-2806) to reserve your seats. **NOTE:** You must still return the Registration Form with your payment.

BY MAIL: Complete the Registration Form and mail to: KEPNER-TREGOE, INC., Research Road P.O. Box 704 Princeton, NJ 08542

REGISTRATION FEE: \$795 per person.
WORKSHOP HOURS: 8:30am to 4:30pm. Each day there will be coffee breaks plus one hour for lunch (lunch is not included in the seminar fee).

CONFIRMATION: You will receive written confirmation four to six weeks prior to the workshop. If you do not receive confirmation, or wish to confirm your registration by telephone, call 800-223-0482 or 609-921-2806 and ask for Ginny Nelson.

HOTEL ACCOMMODATIONS: We have reserved blocks of rooms at the seminar hotels

at discount rates. To arrange a room reservation, please call Ginny Nelson at 800-223-0482 or 609-921-2806.

CANCELLATION POLICY: Full refund if cancellation is received 10 days before the workshop; for later cancellations, there is a charge of \$200 per person.

COLLEGE CREDITS: Kepner-Tregoe Problem Solving & Decision Making workshop has been approved for 2 units of continuing education college credit by the American Council of Education.

OPTIONAL FREE ADDITIONAL HALF-DAY SESSIONS: Workshops marked with an asterisk (*) offer, as an option, an additional free half-day training session which provides advanced instruction on applying problem-solving and decision-making techniques to specific on-the-job problems. Software charge (\$50) is not included. Details will be sent to you along with your registration confirmation.

QUESTIONS? Call Ginny Nelson at 800-223-0482 or 609-921-2806.

REGISTRATION FORM

Problem Solving & Decision Making A 3-day hands-on executive workshop

Name _____ Title _____
Organization _____ Phone _____
Address _____
City _____ State _____ Zip _____

Payment enclosed Please bill my company

Please check the appropriate city and date:

- | | |
|--|--|
| <input type="checkbox"/> Phoenix, AZ/December 6 - 8, 1988 | <input type="checkbox"/> St. Louis, MO/April 25 - 27, 1989 |
| <input type="checkbox"/> Orlando, FL/January 24 - 26, 1989 | <input type="checkbox"/> Minneapolis, MN/May 2 - 4, 1989 |
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| <input type="checkbox"/> Princeton, NJ */April 11 - 13, 1989 | <input type="checkbox"/> Boston, MA/July 11 - 13, 1989 |
| <input type="checkbox"/> Chicago, IL/April 18 - 20, 1989 | |

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I'm also registering the following people from my organization:

Name _____ Title _____
Name _____ Title _____
Name _____ Title _____

Mail to: KEPNER-TREGOE, INC., Research Road, PO Box 704, Princeton, NJ 08542
Phone 800-223-0482 • 609-921-2806

Problem Solving & Decision Making

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Kepner-Tregoe at a glance

Kepner-Tregoe is an international leader in the quest to improve individual, group and organizational effectiveness through the creation and dissemination of new approaches to strategic and operational decision making.

Founded nearly 30 years ago by Dr. Charles H. Kepner and Dr. Benjamin B. Tregoe, the company now conducts business in over 40 countries, and its programs and services are available in 14 languages. To date nearly 2 million people in public and private organizations worldwide have benefited from Kepner-Tregoe's results-oriented services.

Kepner-Tregoe's quality research has kept the company in the forefront of today's increasingly complex business

environment. Using the proprietary Problem Solving & Decision Making technology as its foundation, the company discovered the need for a comprehensive approach to Strategic Decision Making which it was able to develop through research with the chief executives of its Fortune 500 client base. Strategic consultation has since become a major component of Kepner-Tregoe's holistic approach to fulfilling client needs.

Other technologies developed by the company's Research Group include: Analytic Trouble Shooting, Employee Participation and Involvement, Statistical Process Control, Project Management, and People Management.

At a time when corporations and governments alike are facing multiple challenges – economic dislocation, intense international competition, and rapid technological changes – Kepner-Tregoe plays a vital role in helping organizations improve the clarity of their strategic thinking and operational effectiveness.

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ATTENTION MAILROOM PERSONNEL:

This announcement about important seminars should go to managers who make key decisions or plan corporate strategy

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