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
March 21 - 23, 1989

Princeton, NJ *
April 11 - 13, 1989

Chicago, IL
April 18 - 20, 1989

St. Louis, MO
April 25 - 27, 1989

Minneapolis, MN
May 2 - 4, 1989

San Francisco, CA
May 16 - 18, 1989

Chicago, IL *
June 6 - 8, 1989

New York, NY *
June 27 - 29, 1989

Boston, MA
July 11 - 13, 1989

* Optional FREE additional half-day sessions available at these workshops. For details, see inside.
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, nonprofit, 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, and emitting 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 designed to help 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.
PARTIAL LIST OF COMPANIES THAT HAVE SENT MANAGERS TO THE KEPNER-TREGOE WORKSHOPS

- AT&T Company
- Aetna Life & Casualty Co
- American Cyanamid Co
- Automobiles Citroën (PSA)
- Bristol-Myers Company
- Burlington Industries, Inc.
- Burroughs Wellcome Co
- Chrysler Corporation
- Ciba-Geigy S. A.
- Digital Equipment Corp
- E.I. Du Pont De Nemours & Company
- Exxon Petroleum
- Federal Express Corporation
- Ford Motor Company, Ltd.
- Fuji Photo Film Company
- The General Electric Company
- General Motors Corporation
- Government of Canada
- The Herz Corp
- Hewlett-Packard Company
- Honda Motor Company, Ltd.
- International Business Machines Corporation
- Martin Marietta Corporation
- Mead Corporation
- 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 taught, and 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, but only distributed FREE at the workshop.

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

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

REGISTRATION FEES:
- $595 per person.
- WORSHOP HOURS: 8:30 am to 4:30 pm.
- Each day there will be coffee breaks plus one hour for lunch (lunch is not included in the registration 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 late 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 on 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. Please see the registration form for details. 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

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Organization | Phone

Address

City | State | Zip

| Payment enclosed | Please bill my company

Please check the appropriate city and date:

- Phoenix, AZ: December 6 - 8, 1988
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- Atlanta, GA: March 21 - 23, 1989
- Princeton, NJ: April 11 - 13, 1989
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- St. Louis, MO: April 23 - 25, 1989
- Minneapolis, MN: May 1 - 3, 1989
- San Francisco, CA: May 16 - 18, 1989
- Dallas, TX: June 4 - 6, 1989
- New York, NY: June 27 - 29, 1989
- Boston, MA: July 11 - 13, 1989

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Problem Solving & Decision Making

A 3-DAY HANDS-ON EXECUTIVE WORKSHOP

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.

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