

Kepner-Tregoe Problem Solving & Decision Making



POTENTIAL PROBLEM ANALYSIS

What could go wrong during implementation?
What are the likely causes for the high threat potential problems?
What actions should be planned to...

- Minimize (maximize) probability of occurrence?
- Minimize (maximize) (maximize benefit) of likely effects?

How will the plan be modified to incorporate actions and triggers?

DECISION ANALYSIS

What is the fundamental purpose of this decision?
Is Problem Analysis also needed?
What objectives should be considered? Which are MUSTs, which are WANTs?
What alternatives should be considered?
What risks are presented by the best performing alternative(s)?
What is the best balanced choice?

SITUATION APPRAISAL

What situations represent threats, opportunities, or areas for improvement?
Which require clarification or separate actions?
What is their relative priority in terms of seriousness, urgency and growth?
For highest priority concerns...

- What process should be used?
- Who should be involved for resolution?

PROBLEM ANALYSIS

What should be happening? What actually is happening?
What is the complete specification of the deviation?
What are the possible causes?
Which possible cause best explains the specification?
How can true cause be confirmed?

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