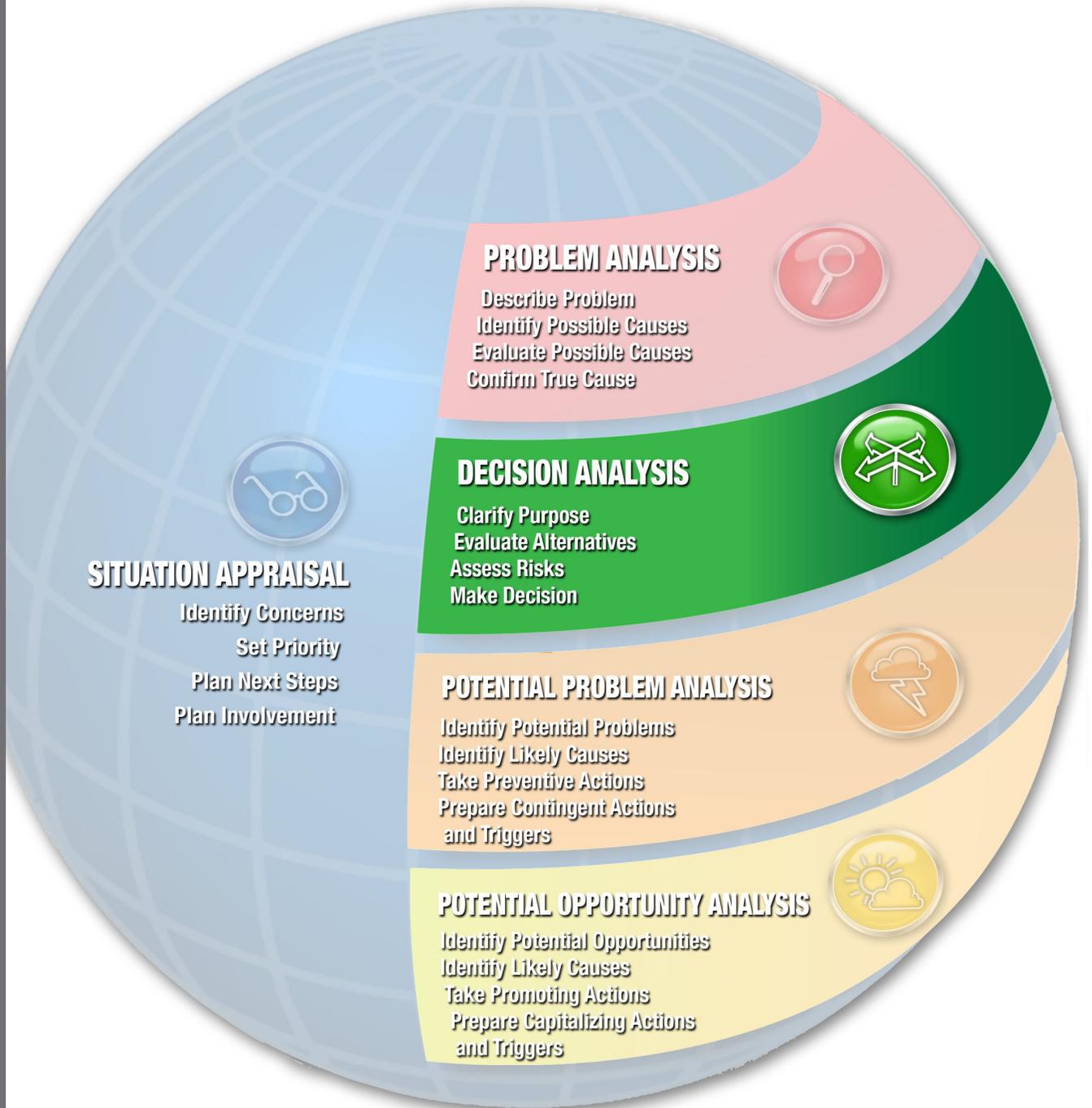


DECISION ANALYSIS

PREWORK



DECISION ANALYSIS

Kepner-Tregoe Decision Analysis Prework

Introduction

The purpose of this pre-workshop information is to prepare you to attend the *KT Decision Analysis* workshop. It includes workshop objectives, a description of the learning process, and instructions on how to prepare for the workshop.

What You Will Learn

The workshop is designed to build your critical thinking capabilities in making decisions.

How You Will Learn

The workshop is based on a proven, systematic learning design that consists of the following:

- Exercises structured to help you examine your current decision making skills.
- Concept briefings and discussions about the steps in the process.
- Concept practice using scenarios, with instructor feedback.
- Concept application on work-related decisions, with instructor feedback.
- Plan for the continued use of this process back at work.
- Tools that support continued use of this process.

You will learn the concepts in full group, then practice and apply them individually or in small groups. This will enable you to test your understanding of the concepts and benefit from a variety of perspectives.

In order to participate more effectively in the workshop, read Chapters 1 and 4 from *The New Rational Manager* and then complete the pre-workshop information. These chapters can be downloaded as PDFs using the following link: <http://www.kepner-tregoe.com/training-workshops/prework/da-prework/>. *The New Rational Manager* is available as an eBook. Instructions to download it will be given to you by your instructor in the workshop.

Preparation

To get the most from this workshop and to make it a high-value experience for you and your organization, you will need to do three things:

- Identify your reasons for attending the workshop (your personal learning objectives);
- Identify your work-related decisions that you can address during the workshop; and
- Identify information you will need to make progress on your work-related decisions.

Personal Learning Objectives

In preparation for the *KT Decision Analysis* workshop, you will need to develop your own set of learning objectives. To help identify these objectives, ask:

By the end of the workshop, what do I expect to have learned?

What do I expect to be able to do differently when I return to my job?

How will I know this has been a valuable learning experience for me?

How will my success be measured in applying what I have learned back at work?



DECISION ANALYSIS

List your three to five most important personal learning objectives here:

Please meet with your manager to discuss and agree on these objectives before the workshop. You will be asked to share these objectives with the instructor and the other learners.

Work-Related Decisions

During the workshop, you will spend a significant amount of time applying the concepts and techniques to your work-related decisions. Please use the following questions to create a list of decisions. Once the workshop is underway, you will be asked to select the ones that can be best addressed by the Decision Analysis concepts.

Decision Analysis is a rational process for making a choice or recommendation. To prepare for Decision Analysis, ask:

What choices do I face that are confusing, unclear, tough, complex, or new?

What decisions do I need to make?

What choices will require me to make a recommendation?

What choices or decisions will I be involved in guiding or advising?

Examples:

- Select an archiving software system for our company.
- Choose a fill-and-seal machine for the new plant.
- Find a location to centralize our research facilities.
- Pick next year's healthcare plan provider for our employees.

List three to five decisions here:

DECISION ANALYSIS

Information Relevant to Your Work-Related Decisions

To make progress during the workshop, you will need information that is relevant to the priority decisions you have identified. Such information might include:

- Reports or studies
- E-mails or other correspondence
- Production data or performance reports
- Descriptions of job methods and procedures
- Project or business plans
- Information about alternatives, such as résumés, curriculum vitae, catalogs, proposals, etc.

Ask the following questions:

If others were assisting me with this decision, what information would they need?

How much information can I recall accurately from memory?

Which concerns require me to review specific documents?

Please list three to five priority decisions and supporting information or documents you will need to bring to the workshop.

Additionally, you may need to discuss these decisions with others from your organization during the workshop. Ask:

Who has information about, or is familiar with, the decisions I have identified?

Who has a stake in seeing each decision made?

Note people who can help with the three to five decisions identified above, their phone/fax numbers or e-mail addresses, and when they are likely to be able to communicate with you.

Summary

Thank you for taking the time to prepare for the *KT Decision Analysis* workshop. **Please bring this pre-workshop information and *The New Rational Manager* (if you have received a copy) to the workshop.** We look forward to your attendance and participation.

