Kepner-Tregoe Critical Thinking Leader Development Institute

One of the most effective methods for embedding Kepner-Tregoe Critical Thinking skills in an organization is the Leader Development Institute. Commonly referred to as an "LDI", this experience prepares select employees to assume a Program Leader role in their organizations to teach one of KT's programs:

- Problem Solving & Decision Making (PSDM)
- Analytic Troubleshooting (ATS)
- Problem Management (PM)
- Major Incident Management (MIM)

The Kepner-Tregoe Approach to Installing Critical Thinking in an Organization

The Kepner-Tregoe (KT) Critical methodology is the foundation on which the company works with clients worldwide. It is a step-by-step, rational process for organizing and analyzing information in order to make effective decisions, solve tough problems, handle complex situations, and plan for the future. Developed by Drs. Charles Kepner and Benjamin Tregoe after extensive research, the KT problem solving, and decision-making processes are critical ingredients for achieving rapid operational and strategic objectives and creating lasting value.

One of the most effective methods for transferring critical thinking skills in an organization is the Leader Development Institute (LDI). This program prepares select employees to assume a Program Leader role in their organizations to teach a KT program.

The LDI is a critical element in a carefully designed approach to organizational improvement that includes these four distinct phases:

Preparation: Carefully structuring the KT Training Program by identifying and analyzing organizational concerns; developing clear, visible objectives; and securing top management commitment.

Installation: Selecting and developing qualified candidates for the LDI; customizing the workshop base on client objectives; and planning and delivering training to employees.

Application: Appropriately modifying the organization's procedures; measuring program results; and providing consulting support.

Maintenance: Providing our clients with ongoing service to ensure program objectives and long-term results are achieved.

Kepner-Tregoe Critical Thinking Processes

Situation Appraisal (SA)

Clarifies and keeps visual the issues that matter. Concerns are broken into manageable issues and prioritized. A plan is developed for the effective resolution of the issues including what analysis is required and who needs to be involved.
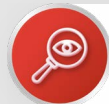
Problem Analysis (PA)

Promotes rapid and accurate issue resolution. Possible causes are identified and then tested against the "problem definition." Verify the true cause of a problem before taking expensive corrective action. The process complements and enhances use of statistical quality tools and data.

Decision Analysis (DA)

Combines logic, expertise, creativity, and information. Clarify the purpose of a decision and form clear objectives. Evaluate possible courses of action and assess risks prior to making a decision. Provides a common language for promoting effective decision making throughout an organization.

Potential Problem Analysis (PPA)

Helps us consider what lies ahead in a given situation. It helps us shape the future by preventing problems or planning actions that will lessen their impact.

Potential Opportunity Analysis (POA)

Helps shape the future, this time looking ahead to promote the possibility of opportunities occurring in order to take full advantage of them.

What is an LDI?

An LDI is an intensive experience that provides participants with in-depth concept knowledge, instructor training capabilities, and coaching skills. It is a key part of a larger Program Leader development process that begins with the identification of qualified candidates and ends with a successful "first teach."

Based on research and thoroughly tested educational principles, the LDI design will change depending on the needs of the individual learners. In fact, no two LDI's are exactly alike. But the goal of each is the same – to develop individuals who will assume a primary role in changing the way people behave and how the organization addresses concerns.

These individuals, once certified, are referred to as Program Leaders.

During an LDI, participants learn how to serve as effective Program Leaders applying the concepts to their organizational issues and developing the skills to conduct the KT Critical Thinking workshops inhouse. Our Systematic Teaching approach helps us create capable instructors, even if candidates have little or no prior teaching experience.

Although the LDI is a challenging experience, most Program Leaders report that it brings additional value to their organizations and develops thinking processes and leadership abilities resulting in a powerful – and often life- and career enhancing – experience.

Organizational Benefits

In-House Expertise

Program Leaders are internal training resources who can tailor the workshop for different audiences, provide authentic examples and experiences related to the participants' own environment, and update the workshop structure to meet the needs of the organization.

With management support, Kepner-Tregoe Program Leaders are in-house "consultants" who help resolve organizational concerns, solve problems, make decisions, and plan for the future.

Strategic and Operational Results

Merging content knowledge with process expertise, Program Leaders promote, support, and coach the use of process across all divisions and levels. Organizations commit a substantial amount of time and resources to the development of Program Leaders, who then capitalize on their organization's investment to achieve tangible results. In essence, they become leaders of the organization's rational process "community of practice."

Agents for Change

Program Leaders ensure that the cultural environment within the organization encourages the use of a systematic process for resolving key issues. In this capacity, they serve as change agents lobbying for the acceptance of a standard problem solving and decision-making approach of every level within the organization

LDI Participant Learning Objectives

Demonstrate KT Critical Thinking Process Knowledge

Program Leaders are able to explain each process in-depth and give specific guidelines for its use.

Demonstrate Application Capability

Program Leaders take a results-oriented focus and act as a process consultants in their organizations. They can apply each rational process to real company concerns and facilitate, coach and critique the use of rational process in a team or group environment.

Demonstrate Teaching Capability

Program Leaders leave the LDI with the ability to transfer rational process knowledge and skills using Systematic Teaching, a proven method for transferring concept knowledge. They know how to motivate participants to learn, provide examples to clarifying the concepts, test understanding of the concepts, and make the workshop relevant. Program Leaders help participants work collaboratively, coach them toward success, and debrief the key learning style, gauge participants' progress, and make adjustments to accommodate their learning speed.

Demonstrate Presentation Skills

Program Leaders have an organized presentation style. They use concise language, explain concepts clearly with relevant examples, reduce distracting speech mannerisms, and involve participants in the presentation. In addition, they are comfortable using instructional media.

Demonstrate Knowledge of Workshop Materials and Program Administration

Program Leaders are comfortable using the workshop materials, adjusting the workshop teaching outline to meet participants' needs, and advising participants on appropriate application issues to bring to the workshop. They can administer pre-work, case studies, exercises, and handouts, evaluate participant progress, and track results. During the LDI, Program Leaders develop a final teaching outline for the workshop

Steps to Becoming a Program Leader

Step 1   **KT Workshop**

The first step to becoming a Program Leader is attendance at a KT workshop taught by a KT Program Leader. Candidates become familiar with the individual KT processes and apply them to work-related issues.

Step 2   **Candidate Interview**

Candidates are interviewed by a KT professional and selected to attend the LDI by KT and the organization's key decision makers. Selections are based on pre-set criteria.

Step 3   **The LDI**

The LDI program spans several consecutive weeks of focused commitment to becoming a certified Program Leader.
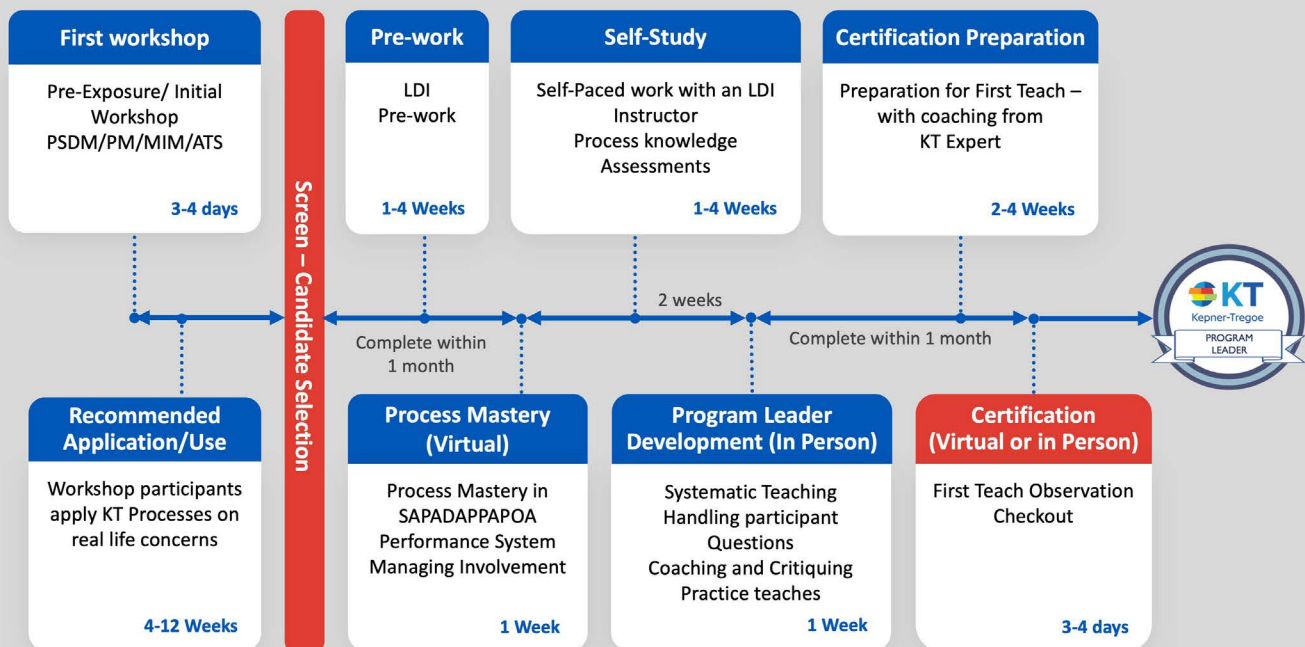
The LDI consists of several components:
- Week 0: Pre-work (approx. 20 hours)
- Week 1: Process Mastery (virtual – 40+ hours)
- Week 2 & 3: Interim Homework (approx. 20 hours)
- Week 4: Train-the-Trainer (face-to-face – 40+ hours)

Step 4   **The First Teach**

Program Leader candidates spend extensive time (usually 40 or more hours) preparing for their first inhouse workshop. A KT professional is present during this first teach for guidance, assistance, and to ensure that the workshop is properly conducted. A successful first teach allows the candidate to become certified as a KT Program Leader.

Journey to KT Program Leader (Trainer)

First workshop	Screen – Candidate Selection	Pre-work	Self-Study	Certification Preparation
Pre-Exposure/ Initial Workshop PSDM/PM/MIM/ATS		LDI Pre-work	Self-Paced work with an LDI Instructor Process knowledge Assessments	Preparation for First Teach – with coaching from KT Expert
3-4 days		**1-4 Weeks**	**1-4 Weeks**	**2-4 Weeks**

2 weeks

Complete within 1 month   Complete within 1 month

Recommended Application/Use	Process Mastery (Virtual)	Program Leader Development (In Person)	Certification (Virtual or in Person)
Workshop participants apply KT Processes on real life concerns	Process Mastery in SAPADAPPAPOA Performance System Managing Involvement	Systematic Teaching Handling participant Questions Coaching and Critiquing Practice teaches	First Teach Observation Checkout
4-12 Weeks	**1 Week**	**1 Week**	**3-4 days**

KT Kepner-Tregoe PROGRAM LEADER

Program Leader Selection Criteria

When choosing who will attend an LDI, KT professionals interview candidates based on the organization's objectives – as well as basic selection criteria that are indicative of success. Criteria include:

- Credibility within the organization as a knowledgeable and capable individual

- Willingness to acquire or already in possession of sound presentation and teaching skills

- Ability to critique others objectively

- Willingness to create and sustain change

- Experience working with management and/or other senior people in the organization

- Ability to work under time and performance pressure

- Understanding of the roles and responsibilities of a Program Leader, and a willingness to fulfill them

- Able to devote sufficient time to Program Leader Duties

- Supportive leadership

About Kepner-Tregoe

Kepner-Tregoe provides consulting and training services to organizations throughout the world. We build competitive advantage using powerful, systematic processes for resolving business issues and achieving targeted performance improvements.

Since 1958, KT has studied how effective business leaders manage difficult business challenges. we incorporated their habits into logical, repeatable methods for rapidly resolving problems, making decisions, planning ahead, and managing people and projects. This world-renowned, rational-process approach helps maximize the critical thinking skills, knowledge, and expertise of individuals and organizations.

KT collaborates with many of the largest and most successful companies in the world to improve the way work is done and facilitate new approaches to quality, competitiveness, cost, cycle time, business strategy, and other issues. Many organizations integrate our systematic methods into their business processes, embedding a common language approach for identifying objectives, resolving issues, and integrating change.

At a time when organizations face multiple challenges—intense global competition, crushing growth and cost pressures, rapid technological advances—KT plays a vital role in helping them improve the clarity of their strategic thinking and the effectiveness of their operations.

Kepner-Tregoe Locations

North America:	Europe:	Asia:	Licensees:
USA	United Kingdom	Japan	Chile
Canada	Germany	Singapore	Philippines
	Netherlands	Thailand	Australia
	France	Malaysia	
	Switzerland	China	

For more information, visit us at www.kepner-tregoe.com or email us at info@kepner-tregoe.com

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