

# KT GLOBAL EXCELLENCE AWARDS

## 2024 PROGRAM GUIDE



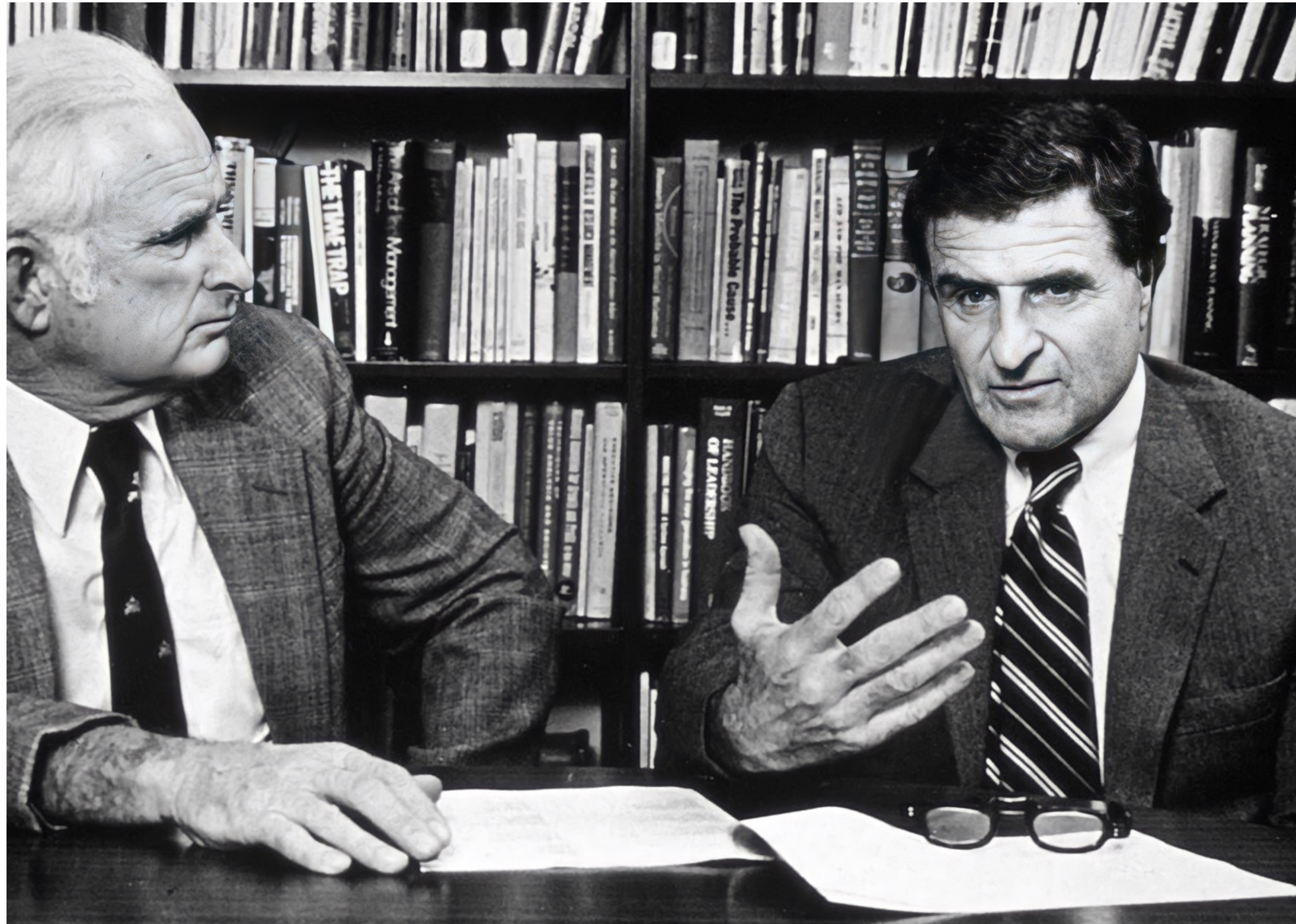


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# Foreword

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For over 60 years, KT has empowered thousands of companies to solve millions of problems and manage risk.

Originating with the groundbreaking research of Dr. Kepner and Dr. Tregoe in the mid 1950s, industry leaders have found that developing critical thinking skills as a

core competence provides their workforce with a more agile mindset and increases their adaptability and flexibility in the face of a modern world defined by increasing complexity and accelerated technological development.

The way the human brain processes information is a fascinating topic, and we have discovered that when a person is equipped with a structured method for dealing with complexity, the results are significant. The five primary technologies of Kepner-Tregoe are:

- 1. How to move from a complex situation to a clear action plan*
- 2. How to find the root cause of a problem quickly and efficiently*
- 3. How to make the best decision based on facts and logic*
- 4. How to prevent problems from occurring*
- 5. How to capitalize on hidden opportunities to maximize the improvement in the performance of business systems*

Results of successful KT capability development are evidenced in two distinct ways: first, tangible improvements often measured against key metrics or a realized return on investment, and secondly, intangible improvements in teamwork, confidence, and agility.

At KT we like to say: “Effective action begins with clear thinking”.

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# Introduction

For the past 27 years Kepner-Tregoe has honored individuals, teams and organizations around the world who have demonstrated mastery in the implementation and use of rational processes.

The objective of the KT Excellence Awards is to provide a visible recognition and historical record of the people and organizations that have achieved outstanding results and are “the best in the world” in their category.



# Categories Overview

There are three categories of awards: Individual, Team and Organization.

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## 1. Individual Awards

Bestowed on individuals who have demonstrated exceptional skills and abilities as well as succeeded in outstanding application of KT technology in their relevant area of expertise.

1. Program Leader of the Year
2. Facilitator of the Year
3. Coach of the Year
4. Rational Management Executive of the Year



# Categories Overview

There are three categories of awards: Individual, Team and Organization.

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## 2. Team Awards

Bestowed on teams who have demonstrated global benchmark excellence in using KT methodologies in the resolution of issues they were assigned to tackle.

1. Problem Solving Excellence
2. Decision Making Excellence
3. Situation Appraisal Excellence
4. Combined KT Technologies Excellence



# Categories Overview

There are three categories of awards: Individual, Team and Organization.

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## 3. Organization Awards

For the implementation and integration of the KT methodology within a particular function, facility, division, region, or company.

1. Excellence in the Utilization of KT Process in Manufacturing Operations
2. Excellence in the Utilization of KT Process in Service Operations
3. Human Resource Capability Development Program Excellence
4. Critical Thinking Cultural Excellence Award



# AWARD CRITERIA

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The following sections contain information regarding the criteria for each of the KT Excellence Awards.



# INDIVIDUAL AWARDS

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# Program Leader of the Year

Individual

Team

Organization



For outstanding results in executing the responsibilities as a KT Program Leader. KT Program Leaders are process experts and have the responsibility for teaching and leading others in resolving issues for their organization. These include, but are not limited to, clarifying and organizing resources to resolve issues, finding cause, making decisions, planning and taking action, preventing and minimizing the impact of problems, and capitalizing on opportunities and benefits that may or may not be hidden. Ultimately a KT Program Leader is responsible for developing critical thinking capabilities and assisting leadership in fostering these skills as part of the corporate culture. They do this by driving program results through focused and well-architected planning designed to maximize the benefit thereby helping the organization achieve its goals and objectives.

## KT Program Leaders have demonstrated outstanding skills in the following areas:

1. Teaching skills including but not limited to: strong presentation skills, charisma, ability to relate processes to company requirements, conceptual skills, communication before – during – and after the class, motivation of participants, institutional knowledge, focus on developing results based on participation at training, and flexibility in organizing training around time constraints of organization
2. Overall understanding of rational processes and how to implement them within a company
3. Capable of applying rational process in a variety of situations to the benefit of a company or an organization

# Program Leader of the Year

Individual

Team

Organization



## Important additional considerations for this award are:

1. Number of courses taught and persons trained during calendar year
2. Success of program development in the company as witnessed by program establishment, expansion, participation, and sustainability
3. Outstanding ability and skills in teaching, motivating, and communicating KT technologies successfully within a company resulting in a sustainable, measurable and impactful improvement in the performance of the company or organization
4. Motivation skills and inspiring employees and staff to learn and utilize KT technologies to improve the performance of an organization
5. Recognition and reputation as an expert in KT rational process and developing skill level of participants beyond the actual classroom experience
6. Constructive feedback skills for participants at KT training sessions
7. Ability to perceive participants' needs as learners and adapt training program accordingly
8. Number of tangible examples where KT critical thinking capability development has demonstrably impacted the organization's performance through swift issue resolution

# Facilitator of the Year

Individual

Team

Organization



For outstanding results in executing the responsibilities assigned as a KT Facilitator. Facilitators are able to effectively moderate and guide teams in the use of KT process to resolve difficult issues. Their role is to help a group of people work together better, understand their common objectives, and plan how to achieve those objectives through excellent collaboration and teamwork.

**KT Facilitators have demonstrated outstanding skills in the following areas:**

1. Supporting teams in adopting and using clear thinking processes
2. Actively supporting the adoption and use of distinct KT processes
3. Demonstrating outstanding facilitation skills including the ability to:
  - Reach agreement regarding the need for clarity and establish roles & objectives
  - Recognition of constraints and logistical requirements
  - Providing help to ensure seamless meeting management and the development of clearly articulated and well communicated action plans
  - Monitoring progress on action plans, documenting and communicating results, and formally closing out and evaluating each facilitation project

# Facilitator of the Year

Individual

Team

Organization



## Important considerations for this award are:

1. The number of facilitation projects conducted and successfully concluded this year
2. Other criteria are, for example, KT effectiveness, awareness, and development
3. Ability to effectively facilitate the use of KT process to resolve live issues
4. Extensive knowledge of KT's rational processes to facilitate the resolution of business issues
5. Ability to overcome challenges when problems inevitably arise while facilitating
6. Demonstrated exceptional interpersonal skills to lead individuals and/or an organization

# Coach of the Year

Individual

Team

Organization



For outstanding results in executing the responsibilities assigned as a KT Coach. Coaches provide ongoing support to individuals who want to leverage KT methodologies more effectively as they learn to use structured rational processes.

### Outstanding coaches have mastered the art of great coaching:

1. They know how to help and guide others in a systematic way that maximizes capability development
2. Great coaches recognize opportunities to coach and use those opportunities effectively
3. The key focus of coaches is to help others achieve their highest potential by motivating, focusing, advising, and developing their skills
4. Coaches understand how to set the stage for successful coaching by clarifying expectations; agreeing on the situation so the issues are mutually understood; exploring possibilities by brainstorming solutions; agreeing on a plan of action to proceed efficiently; and following up with reinforcing actions and recognition of accomplishment

# Coach of the Year

Individual

Team

Organization



## Important considerations for this award are:

1. The number of coaching sessions conducted and the number of persons coached this year
2. Scope of responsibility and impact of projects coached to successful completion
3. Other criteria are, for example, KT effectiveness, awareness and development
4. Demonstrated exceptional interpersonal skills to lead individuals and/or an organization
5. Extensive knowledge of KT's rational processes to coach the resolution of business issues
6. Ability to overcome challenges when problems inevitably arise while coaching
7. Capabilities in expanding the use of KT processes in daily operations
8. Coaching qualities such as: positive, enthusiastic, supportive, trusting, focused, goal-oriented, knowledgeable, observant, respectful, patient, and a clear communicator

# Rational Management Executive of the Year

Individual

Team

Organization



This award honors an exceptional leader who has implemented and supported critical thinking as a core competence and essential part of the corporate culture.

**Their leadership may include a variety of activities such as:**

1. Acts as a corporate or regional champion for rational process institutionalization
2. Actively engages in identifying, selecting, and staffing opportunities and breakthrough projects
3. Conducts regular executive project reviews to ensure that key projects are solved quickly and efficiently
4. Seeks and succeeds in actively leveraging rational process solutions throughout the organization wherever applicable
5. Encourages key suppliers and clients to jointly resolve issues by using KT's common language and tools and leveraging the efficiency and knowledge gained by effective cooperation and sharing of lessons learned
6. Actively recognizes and rewards outstanding performance in applying critical thinking skills
7. Provides leadership guidance, structural framework, and effective mentoring of a dynamic clear-thinking culture beyond quality and manufacturing operations



# TEAM AWARDS

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# Problem Solving Excellence

Individual

Team

Organization



## Best Problem Solving Project

- Size, scope, or dimension of the problem as it was encountered and then defined by the team
- Speed and efficiency of the problem solved
- Technical difficulty and complexity of the problem solved
- Risk reduction and cost savings incurred by the problem resolution
- Scale of leverage across an organization or facility
- Intelligent, creative, innovative use of KT processes
- Challenges overcome during the application of KT tools
- Discovery or development of potential improvements to the KT methodology



# Decision Making Excellence

Individual

Team

Organization



## Best Decision Analysis Project

- Overall scope and dimension of decision making project
- Demonstrated and documented KT processes - evidence of process depth, discipline, and accuracy
- Involved and communicated with key stakeholders
- Results of successful implementation
- Scale of the decision and impact on the future of the organization



# Situation Appraisal Excellence

Individual

Team

Organization



## Best utilization of Situation Appraisal in a Strategic or Operational Project

- Overall scope and dimension of Situation Appraisal project
- Ability to assess the complexity of the issue and develop the necessary clarity and understanding resulting in successful alignment of project team and establishment of a clear action plan
- Novel or unusual application produced high levels of success
- Instances where application dramatically increased speed to resolution, quality of results, and/or clarity of operational/strategic priorities
- Utilization resulted in highly complex, conflictive, or fragmented situation being swiftly tackled
- Challenge was successfully converted into a well prioritized plan with defined responsibilities and timelines
- Impact on organizational planning, strategy, and performance in the successful accomplishment of stated goals and objectives



# Combined KT Technologies Excellence

Individual

Team

Organization



- Best utilization of combined KT technologies (SA, PA, DA, PPA, & POA) in an operational or strategic project.
- Overall scope, dimension, duration, and impact of the project
- Demonstrated and documented KT processes utilized in project
- Description of each process used
- Evidence of process depth, discipline, and accuracy
- Results of actions taken, based on the rational processes applied
- Overall contribution to achieving organizational goals and objectives

# ORGANIZATION AWARDS

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# Excellence in the Utilization of KT Processes in Manufacturing Operations

Individual

Team

Organization



## Direct measurable results improvement:

- Return on investment as expressed monetarily
- Positive business impacts achieved
- Specific metrics such as customer satisfaction, quality, safety, or other

## Process Improvements and Indirect Results:

- Speed of issue identification, definition, and resolution
- Decreased time to resolve problems and implement corrective actions
- Clarity and impact of decision making skills
- Skills and capability in risk identification, mitigation, preventative measures, and contingency planning
- Innovative approach in the adoption and implementation of KT technologies in business systems
- Improved teamwork and collaboration

# Excellence in the Utilization of KT Process in Service Operations

Individual

Team

Organization



## Direct measurable results improvement:

- Return on investment as expressed monetarily
- Measurable positive business impacts achieved as expressed in time, cost, quality, client experience, etc.
- Score improvement in specific metrics such as customer satisfaction or safety

## Processes and indirect result improvements:

- Overall use of capabilities to help improve system performance such as:
  1. Technological integration
  2. Process definition
  3. New employee onboarding
  4. System integration of operational business issues



# Excellence in the Utilization of KT Process in Service Operations

Individual

Team

Organization



- Speed of issue identification and definition
- Decreased time to resolve problems and implement corrective actions
- Clarity and impact of decision making skills
- Skill and capability in risk identification, mitigation, preventative measures, and contingency planning
- Clarity in ownership of roles and responsibilities
- Documented evidence of upstream and/or downstream extensions from the original project scope/application of KT processes
- Improved teamwork, collaboration and communication

# Human Resource Capability Development Program Excellence

Individual

Team

Organization



1. Organizational focus on developing critical thinking skills as a core competence
  - Capability development program scope focused on critical thinking skills
  - Examples of formal and informal process training, coaching, and mentoring provided during the implementation of critical thinking skill development program
  - Reinforcement of a common language and common process regarding how to identify, address, and tackle complex issues
  - Regular communications regarding the value for individuals to continue developing their critical-thinking skills and capabilities
2. Coherence and clarity in the organizational focus on standardized methods and techniques to make full use of the thinking ability of people in the organization
3. Standardization of critical thinking skills in the career development tracks of distinct functions and areas of leadership responsibility

# Human Resource Capability Development Program Excellence

Individual

Team

Organization



4. Establishment of a supportive framework within which coordinated use of clear thinking skills are encouraged to flourish
5. Reinforcement of common methods, tools, and techniques in the development of an agile mindset as a key goal for individuals to maximize their contribution to the organization
6. Prioritization of critical thinking skills in human resource development to accelerate the organization into becoming an effective, efficient, and dynamic entity

**Useful examples to describe in a nomination for this award include the utilization of KT technology in:**

- Learning & Development
- Talent Acquisition (for example, is DA used as a tool to hire individuals?)
- Performance Management (for example, is PA used to help resolve human performance problems?)
- Human Resource Management (for example, is SA used to separate and clarify issues?)
- Corporate Academy Curricula

# Critical Thinking Cultural Excellence

Individual

Team

Organization



1. The successful implementation of KT rational processes in a critical thinking culture supported by executive leadership and management, and applied as a normal way of doing business within a business unit, facility, division or company
2. A successful critical thinking culture implies that KT tools were adopted, integrated, and institutionalized into the corporate culture
3. Harmony with existing tools, quality management systems, and other simple problem solving methodologies are a positive indication of a successful corporate assimilation of KT technology
4. Aspects of establishing clear thinking capability as a key core competence would include a clear vision, effective guidance and structured system integration, active training programs, engaged sponsorship, good communication platforms, goal oriented management support and an effective system for rewards and recognition

# Nomination Process

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In order to submit a nomination please follow the link: <https://kepner-tregoe.com/kt-excellence-awards-nomination-process/>

On that page, you will find further information about the submissions process and the link to the submissions form.

You are welcome to submit additional materials which help illustrate and amplify your nomination.

For example, you might want to include a:

1. PowerPoint slide deck
2. Word file
3. Excel spreadsheet
4. Video
5. Infographic
6. Or any other file...

Simply attach them directly to the submission email.

Nominations from any person, team, or organization will be accepted, provided that they fulfill the criteria of the award described in this guideline.

**All information contained in a nomination will be kept confidential.**

The closing date for nominations is **0:00 EST on March 1st, 2024.**

Winners will be notified on or around 15 March via phone call or email. Announcement details will then be coordinated with the persons, teams, and organizations who have won a KT Excellence Award prior to publication.

If you have any questions or concerns about the nomination process feel free to contact your account manager or Phil Thompson at [pthompson@kepner-tregoe.com](mailto:pthompson@kepner-tregoe.com).



# Rules of the KT Excellence Award Program

## Participation

- Participation in the KT Excellence Awards program and event is completely voluntary
- The awards are bestowed on an annual basis
- Companies, teams, and individuals are welcome and encouraged to participate by submitting nomination forms prior to the published deadline
- Companies, teams, and/or individuals who win an Award are authorized to use the award for legal marketing and advertising purposes
- Receipt of an award does not imply or represent a contractual relationship with Kepner-Tregoe or Kepner-Tregoe subsidiary or affiliate
- All award nominations submitted shall be in compliance with these rules, and all company internal policies, and all applicable laws and regulations
- Submitting an award nomination does not imply the company has granted any license or permission to Kepner-Tregoe, nor has Kepner-Tregoe granted any license or permission to a company
- The award program is based on an open nomination system
- There is no limit to the number of nominations a person, team, organization, facility, or company can submit
- Self-nominations are permitted
- There is no minimum requirement to seniority, managerial level, or certification status to submit a nomination for a KT excellence award
- All accurate, honest, and complete nominations submitted prior to the deadline will be considered



# Rules of the KT Excellence Award Program

## Security

- We care deeply about the security of our award program participants
- All details regarding your nomination will be kept confidential
- Kepner-Tregoe will neither publish nor communicate with any external party any of the details contained in your nomination without your express written permission

## Ethics

- Participation in the KT Excellence Awards Program involves single or multiple award nominations in specific award categories
- It is your sole discretion as to which award category you choose to submit an award nomination
- KT judges reserve the right to, in some cases, independently verify the information contained in your award nomination
- The system relies heavily on your honesty in providing accurate and truthful information
- It is considered within the scope of this program that the judges may contact the nominator, or their management, to clarify certain nomination details

## Data Privacy Protection

- Kepner-Tregoe respects data privacy protection laws in all countries where we operate
- We collect information only for the reasons specifically mentioned in the forms provided
- This data will not be shared with any third party or used in any manner other than for the specific purpose of the KT Excellence Award program selection process

- The record of nominations and the award winners are kept on file for historical purposes
- All of the rights and responsibilities of data collection and storage according to GDPR will be respected
- If you have any questions, please feel free to contact us

## Disclaimers

Awards are made on an 'as is' basis without warranty of any kind, whether express or implied

