

Team Decision Making

The Technique

Kepner Tregoe

What is it?

Kepner Tregoe decision-making is a method for gathering information, assessing and prioritising risk in order to make an unbiased decision. Charles H. Kepner and Benjamin B. Tregoe developed the method in the 1960s. It involves four steps:

1. Situation appraisal - to clarify the situation, outline concerns and choose a direction
2. Problem analysis – Define the problem and it's root cause
3. Decision analysis – Identify alternatives and complete a risk analysis for each
4. Potential problem analysis – Evaluate the best of the alternatives against potential problems, Identify negative consequences and actions to minimize the risk.

When to Use it

It can be very useful where there are many potential options as well as many possible unwanted effects

What do you need

Flip Chart Paper

How to Work with it

1. Prepare decision statement

Includes not only the desired result but also the action required. Define:

- Strategic requirements - 'must haves'
- Operational objectives - 'want to haves'
- Restraints - limits in the system

2. Rank the objectives and assign relative weights

Objective	Weight
Want A	6
Want B	4
Want C	7
Want D	2

3. List and Sort Alternatives

- Generate as many potential courses of action as possible whether immediately feasible or not.
- Eliminate any alternative that does not fit the 'must haves'

4. Score Alternatives

- Go through each alternative one by one and rate the level of satisfaction against each Want on a scale of 1 to 10.
- Next, multiply the weight of the objective by the satisfaction score to come up with the weighted score.

Objective	Weight	Alternative 1 Satisfaction Score	Weighted Score
Want A	6	4	24
Want B	4	6	24
Want C	7	6	42
Want D	2	6	14
Total Weighted Score for Alternative 1			104

- Repeat this for each alternative

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- 5. Select and Rate top Alternatives
 - Choose the top two or three alternatives
 - Consider potential problems or negative effects of each alternative
 - Consider each alternative against all of the negative effects
 - One at a time rate alternatives against adverse effects, scoring for probability and significance

Adverse Effect	Probability	Alternative 1 Satisfaction Score	Weighted Score
A	4	7	28
B	3	2	6
C	6	5	30
Adversity Rating for Alternative 1			64

- 6. Select and Test the Final Option
 - Analyze the weighted score versus the adversity rating for each and choose the high-scoring one.
 - Consider the winning option against each negative consequence and suggest a plan of action to minimize the adverse effects.