**Kepner Tregoe Matrix – Template**

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| **1. Develop a problem statement that clarifies the objectives of the focal decision and required actions.** | |
| **Problem statement** | Click or tap here to enter text. |
| **Objectives** | Click or tap here to enter text. |
| **Required actions** | Click or tap here to enter text. |

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| **2. Create a summary of the strategic requirements or ‘must-haves’, operational objectives or ‘want-to-haves’, and limits.** | |
| **Strategic requirements** | Click or tap here to enter text. |
| **Operational objectives** | Click or tap here to enter text. |
| **Limits** | Click or tap here to enter text. |

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| **3. Quantitatively rank the operational objectives from most to least important, where 1 represents the highest level of importance.** | |
| **1.** | Click or tap here to enter text. |
| **2.** | Click or tap here to enter text. |
| **3.** | Click or tap here to enter text. |

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| **4. Generate a list of alternative courses of action.** |
| 1.Click or tap here to enter text.  2. Click or tap here to enter text.  3. Click or tap here to enter text. |

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| **5. Courses of action that fail to align with strategic requirements or ‘must-haves’ are dismissed. Score the remainder against each of the objectives identified in step 1 using a scale from 1-10, where 1 represents a course of action is not suitable to achieving the objective and 10 that the course of action is very suitable for achieving the objective. This is referred to as the ‘satisfaction score’.** | | | |
| **Course of action** | **Objective 1 score** | **Objective 2 score** | **Objective 3 score** |
| **1.** | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |
| **2.** | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |
| **3.** | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |

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| **6. Assign a weight to each objective on the basis of its importance. This is a numerical score between 1-10, where 1 represents an objective of low importance and 10 an objective of high importance. Calculate a weighted score for each objective for each course of action by multiplying the weight by its satisfaction score from the previous step.** | | | | | | | |
| **Objective** | **Weight** | **Course of action 1 satisfaction score** | **Course of action 1 weighted score** | **Course of action 2 satisfaction score** | **Course of action 2 weighted score** | **Course of action 3 satisfaction score** | **Course of action 3 weighted score** |
| **1** | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |
| **2** | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |
| **3** | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. | Click or tap here to enter text. |

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| **7. Consider potential problems or issues with the top three courses of action and score the probability and significance of these issues.** | | | | | | |
| **Course of action** | **Probability of issue 1** | **Significance of issue 1** | **Probability of issue 2** | **Significance of issue 2** | **Probability of issue 3** | **Significance of issue 3** |
| **1.** |  |  |  |  |  |  |
| **2.** |  |  |  |  |  |  |
| **3.** |  |  |  |  |  |  |

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| **8. Calculate an ‘adversity rating’ by creating a value that represents all adverse effects for each course of action.** | |
| **Course of action** | **Adversity rating** |
| **1.** | Click or tap here to enter text. |
| **2.** | Click or tap here to enter text. |
| **3.** | Click or tap here to enter text. |

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| **9. The adversity rating for each course of action is subtracted from its weighted score and the option with the highest total is selected.** | | | |
| **Course of action** | **Weighted score** | **Adversity score** | **Total** |
| **1.** |  |  |  |
| **2.** |  |  |  |
| **3.** |  |  |  |

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| **10. Evaluate the negative consequences of the winning course of action and plan to minimise its effects.** |