



## Kepner Tregoe Matrix

The Kepner Tregoe matrix is a tool used to support organisational decision making. Through a focus on risk assessment and prioritisation, it aims to achieve a course of action or outcome with the least negative consequences. The approach guides users through the setting of objectives, prioritising alternatives, exploring the weaknesses of these alternatives, and ultimately identifying the solution that is 'best'. Additionally, the method assists with the preparation of plans for problems that may arise as a consequence of the decision made.

There are four major steps in this approach. **Situation appraisal:** the present situation is clarified and priorities are set; **Problem analysis:** the problem is defined and its root cause is determined; **Decision analysis:** a risk analysis is performed for alternative courses of action or solutions; and **Potential problem analysis:** the best courses of action are analysed and potential problems and responses to minimise their risk are identified.

### Using the 'Kepner Tregoe Matrix'

Step 1: A problem statement is developed, clarifying the objectives of the decision and actions that are required.

Step 2: A summary is created of the strategic requirements (must-haves), operational objectives (want-to-haves), and limits.

Step 3: The operational objectives are quantitatively ranked from most to least important, using a predetermined scale.

Step 4: A list of alternative courses of action is generated.

Step 5: Only courses of action that align with the 'must-have' requirements are retained. The remaining courses of action are scored against each objective using a scale from 1 to 10, where 1 is used to represent a course of action that is not suitable to achieving the objectives and 10 for courses of action that are suitable for achieving the objectives. This should be referred to as the satisfaction score.

Step 6: Each objective is given a weight, or assigned a numerical value between 1-10, on the basis of its importance. 1 represents an objective of low importance and 10 an objective of high importance. A weighted score is calculated for each objective for each course of action by multiplying the value assigned for the weight, by the satisfaction score assigned to it in the previous step.

Step 7: Potential problems or issues with the top three courses of action are considered. The probability and significance of these is scored.





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Step 8: An 'adversity rating' is calculated that scores all adverse effects for each course of action.

Step 9: The adversity rating for each course of action is subtracted from its weighted score and the option with the highest total is selected.

Step 10: All negative consequences of the 'winning' course of action are determined and plans derived to minimise their effects.

