KT Kepner Tregoe — Situation Appraisal

Identify Concerns

Identify the theme

What are the primary areas of concern?
What is the theme for this Situation Appraisal?
What boundaries will help focus our attention and resources?

List concerns

What deviations are occurring? | *What decisions need to be made?*
What plans should be implemented? | *What changes are anticipated?*
What threats exist? | *What opportunities exist?*

Separate and clarify concerns

Separate	Clarify
Is there more than one issue in this concern?	*What exactly do we mean by...?*
What's the evidence?	*What exactly is...?*
What else concerns us about...?	
Can this concern be resolved by a single analysis or action?	
What's the evidence?	

Create action statements

Does each separated and clarified concern indicate the action needed to resolve it?

Is the action about a deviation, a choice, a threat, or an opportunity?

Do we simply need to get something done?

Set Priority

Use knowledge and experience OR...

Which concerns should we work on first? | *What is the priority order of the remaining concerns?* | *Mark highest overall priority (*)*

...Use current impact,	future impact,	and time frame
What is the actual impact (up to now) of this not being resolved? (on people, safety, costs, etc.)	*What will be the anticipated impact (in the future) if this is left unresolved? (on people, safety, costs, etc.)*	*What is the deadline after which this will be difficult, expensive, etc. to resolve?*
Which concern(s) are having the greatest current impact? Rate relatively H/M/L (±)	*Which concern(s) will have the greatest future impact? Rate relatively H/M/L (±)*	*When do we need to start? Which concern(s) will be hardest to resolve later? Rate relatively H/M/L (±)*

Assess combinations horizontally

Set priority order based on overall combinations

Concerns	Separated and Clarified Concerns	Action Statements	Current Impact	CI Priority	Future Impact	FI Priority	Time Frame	TF Priority	Overall Priority

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Plan Next Steps

Determine resolution approach

What steps or actions are required to resolve this concern?

Is the action about a deviation, a choice, a threat, an opportunity, or something that just needs to be done?

What analytic process (and how much) is required for resolution?

What follow-on steps or actions are needed? What else?

Process Needed	Next Steps (What)

Plan Involvement

Determine help needed

Who needs to do what and by when?
Who needs to be involved for:

* Superior solution?	* Creativity?	* Information?
* Approval?	* Structure?	* Analysis?
* Development?	* Support?	* Consensus?
* Commitment?	* Implementation?	* Goal agreement?

Who	By When

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1 Identify Concerns

What is a concern?	When to use Situation Appraisal?
A feeling that you need to do something…	*Are any of the concerns facing us unclear?*
Fix a problem / Make sure an action or plan works	*Is the number of concerns facing us overwhelming?*
Make a choice / Understand unclear issues	*Are we unclear in which order to address the concerns?*
A concern can be a single issue or a group of issues	*Are we unclear about how to resolve the concerns?*
Different types of concerns require different approaches	*Yes to any of the above = use Situation Appraisal*

Identify the theme

What are the primary areas of concern?
What boundaries will help focus our attention and resources?
What is the theme for this Situation Appraisal?

List concerns

What deviations are occurring?	*What changes are anticipated?*
What decisions need to be made?	*What threats exist?*
What plans should be implemented?	*What opportunities exist? What else?*

Separate and clarify concerns

Separate	Clarify
Is there more than one issue in this concern?	*What exactly do we mean by...?*
What's the evidence?	
What else concerns us about…?	*What exactly is…?*
Can this concern be resolved by a single analysis or action?	
What's the evidence?	

Create action statements

Does each separated and clarified concern indicate the action needed to resolve it?

Is the action about a deviation, a choice, a threat, or an opportunity?

Do we simply need to get something done?

If the action is not clear, rewrite the concern as a…
Problem Statement (object and deviation)
Decision Statement (choice word, result, and modifiers)
Potential Problem Statement (action or plan that needs protecting and end result)
Potential Opportunity Statement (action or plan that needs leveraging and end result)
Situation Theme Statement (a separate category of concerns that need appraising)
If the action required is still unclear, separate and clarify further

2 Set Priority

Use knowledge and experience	OR	Use current impact, future impact, and time frame

Which concerns should we work on first?

If clear, or if immediate action is needed, set the priority order:
  Examine the list of action statements
  Identify those to address immediately and those to delay
  Mark the highest priority concerns with asterisks (*)

If unclear, or if you cannot agree on priority order, use current impact, future impact, and time frame

Current impact = actual impact up until this moment on people, safety, cost, customers, productivity, reputation, etc.

Future impact = anticipated impact from this moment forward, if left unresolved, on people, safety, cost, customers, productivity, reputation, etc.

Time frame = deadline (clock and calendar time) after which resolution will become difficult, expensive, impossible, or meaningless to resolve

What is the current impact of this concern not being resolved?
What will be the future impact if this is left unresolved?
What is the time frame (specific time or date) when this will become difficult, expensive, impossible, or meaningless to resolve?

Confirm and record specific, supporting data for current impact, future impact, and time frame

3 Plan Next Steps

Determine resolution approach

What steps or actions are required to resolve this concern?
Is the action about a deviation, a choice, a threat, an opportunity, or something that just needs to be done?
What analytic process (and how much) is required for resolution?
What follow-on steps or actions are needed? What else?
Record the process and other actions needed for resolution

4 Plan Involvement

Determine help needed

Who needs to do what and by when?
Who needs to be involved for:

* Superior solution?	* Creativity?	* Information?
* Approval?	* Structure?	* Analysis?
* Development?	* Support?	* Consensus?
* Commitment?	* Implementation?	* Goal agreement?