

# PROBLEM SOLVING & DECISION MAKING: Using KT Methodology



**SPEAKER : MR. P. RAJOO**

**VENUE: ISP HEADQUARTERS**  
 SUITE 3A01, LEVEL 3A, PJ TOWER, AMCORP TRADE CENTRE  
 18 PERSIARAN BARAT, 46050 PETALING JAYA, SELANGOR

**19 – 20 NOVEMBER 2024**

## TRAINING SCHEDULE

### Day 1

Time	Contents	Tools
9.00 am – 9.30 am	Ice Breaker The Mindset' learn to think different' a. Fixed mindset b. Growth mindset	<b>Activity</b> Lifting ice cube 9 dots exercise Cake exercise 30 Circles Challenge
9.30 am – 10.30 am	<b>Activity:</b> Build a tall structure  The order of thinking  <b>How do we solve problem?</b> a. Tame problem b. Wicked problem	Design Debrief 'Learn to think different' c. Open mind d. Create a creative mind e. Curiosity Think strategic
10.30 am – 11.00 am	Break	
11.00 am – 11.30 am	Introduce the thinking process <b>framework:</b> SA, PA, DA, PPA  <b>Mindset + Method+ Tools:</b> A new way of thinking of a situation (Situational Appraisal <b>Framework</b> ) 1. Observe & Assess Situation  2. Ask Questioning to challenge assumptions  3. Determine what is most important?  a. Set Priority  4. Draw Conclusion.....Problem Statement	<b>Exercise 1: Identify Concerns.....problem finding</b> • Certainty • Uncertainty <b>Tool: 2x2 Map</b>  <b>Exercise 2</b> <b>Look at a Situation.....Scenario:</b> Ask 3 Big Questions in topic area Tool 1: - Mapping overview Tool 2: Mapping trends
11.30 am – 1.00 pm	<b>Workshop 1</b> Situational Appraisal {Work on real life situation}	<b>Exercise 2</b> <b>Look through your operations/ Situation.....Scenario:</b> Ask 3 Big Questions in topic area Tool 1: - Mapping overview Tool 2: Mapping trends
1.00 pm – 2.00 pm	Lunch	
2.00 pm – 3.30 pm	The Thinking Process: <b>Problem analysis</b> a. Start with a clear statement b. Problem description c. 5W'S.....ROOT CAUSE/ RCA	<b>Exercise:</b> Learning to ASK QUESTIONS AND write clear problem statement.....HMW  Exercise: Problem description 4W's
3.30 pm – 4.00 pm	Break	
4.00 pm – 5.00 pm	Application learning a. Situational Appraisal b. Identify & prioritize a topic area c. PA.....Questioning Skills to describe the problem	

### Day 2

9.00 am – 10.30 am	Review Day 1  SIPOC – interface & disconnects in Your Process	Seven Categories of Questions In each interface – recognize the assumptions Set priority
10.30 am – 11.00 am	Break	
11.00 am – 1.00 am	PQ Workshop 1 in Team a. Choose a real issue something that you would feel comfortable  b. Step 1 – Recognize the situation  c. Presentation Critique	Outcome Summary ( Stage 1) a. Situation - Visual b. Floating Questions c. SIPOC analysis d. Set priority e. Write clear problem statement
1.00 am – 2.00 am	Lunch	
2.00 pm – 3.30 pm	PQ Workshop 2 in Team f. Choose a real issue something that you would feel comfortable  g. Step 1 – Recognize the situation  h. Step 2 – Evaluate information  i. Draw conclusions  Presentation Critique	Begin floating questions  Begin Drill Down Questions ( Ask more precise questions)
3.30 pm – 4.00 pm	Break	
4.00 pm – 5.00 pm	Application learning	

## OBJECTIVES

Ability to recognize work situations – observe, notice and ask questions of what we know about the situation, Skill to prioritize, scope and focus  
 Ability identify the core issue from the tip of the ice berg and frame the problem – Write a clear problem statement and clearly identify implications – the consequences of not taking action – something must be done  
 Ability to diagnose the insights by fact base analyze – narrow down the root cause (screen, filter, rank and weigh the possibilities) Evidence base findings  
 Ability to generate possible alternatives or solutions , skill to ask tough focus questions to gather information and evaluate with rationality

## LEARNING METHODOLOGY

The learning is transferred through problem base learning  
 1.Show: Brief outline in the rational approach in the thinking process ( Analytical Thinking) and the process in SA, PA, DA, & PPA  
 2.Practice: Simple case study on real life worked examples  
 3.Feedback: Team learning & facilitation  
 4.Transfer: Identify a topic issue to work on real situation – practice the process

## TAKE HOME VALUES

End of the program..... What is my learning?, what is the insights?, What is the learning points?

- Develop discussion or argument in the work team to promote thinking in solving an issue or challenge..... How?
  - Practice open ended questions that aim to promote divergent thinking – begin by asking the What is..... what if? And why questions
  - Skill to notice, observe and ask questions to clarify the situation
  - Start with an open mind to reframe a challenge or open to new ideas
  - Practice close ended questions that promote evaluation and synthesis of facts and concepts  
(Precision Questions + Answers) to challenge assumptions
  - Able to separate facts versus opinion
  - Recognize emotion versus objectivity in evaluation of arguments
  - Confirmation ' bias'
  - Questioning the quality of the supporting evidence
  - Ability to interpret – point of view

## TRAINER'S PROFILE

### Mr. P. Rajoo

- Mr P. Rajoo is an experienced management consultant in STRATEGIC MANAGEMENT. Since the early days of his career, he has been involved in Corporate Performance Management to set up strategic direction and process measurement and align them with reward management.
- Prior to consulting career, Mr P Rajoo had gained 20 years experience in multinational semiconductor environment, providing strategy, process and capability performance improvement services to the organisation.
- Mr P Rajoo has facilitated in design and built roll out for EPF, MRCP, Harris Conductor, Petro Vietnam, Affin Bank, Government of Brunei and agencies in Sarawak.

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## REGISTRATION FORM

Please register the following personnel to attend the training as above. Please photocopy for multiple bookings.

Name: \_\_\_\_\_  
I/C.: \_\_\_\_\_  
Email: \_\_\_\_\_  
Mobile No.: \_\_\_\_\_  
Member: **RM864.00** (Membership No.: \_\_\_\_\_)  
Non-Member: **RM1,080.00**

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Mobile No.: \_\_\_\_\_  
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Member: **RM864.00** (Membership No.: \_\_\_\_\_)  
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**\*\*\*All fees are inclusive of 8% Sales and Service Tax (SST) for Malaysians only.**

Company Name: \_\_\_\_\_  
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- Online Transfer
- ATM Transfer
- Cheque/ Bank Draft)  
(Cheque/ Bank Draft No.: \_\_\_\_\_)

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Card No.: \_\_\_\_\_  
Cardholder's Name: \_\_\_\_\_  
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Expiry Date: \_\_\_\_\_/\_\_\_\_\_(mm/yy)  
Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Amount: RM \_\_\_\_\_

Payment can be made to **ISP Management (M) Sdn Bhd** bank account  
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**\*\* Please return the registration form and provide proof of payment to emails below**

### TERMS AND CONDITIONS

- Request for cancellation must be made in writing.
- 100% refund will be made for written cancellation received 6 days before the day of the Training. Refund will be issued after the Training.
- No refund will be given for cancellation received after the Training. However, replacement is acceptable; please forward the replacement name to emails below.
- The registration form serves as the official invoice.
- All membership subscription should be paid before the day of the Training to entitle for members' rate, or else, non-members' rate will be applied.
- The Organiser shall not be held responsible for whatever cost (hotel reservation/ flight ticket) incurred by participants.
- The Organiser reserves the right to make changes to courses without prior notice whether in terms of date, time, venue or any other aspects.

Registration must be done by faxing/emailing the registration form to the following:

**For ENQUIRIES/ REGISTRATION:** Pn. Nadhira  
[nadhira@isp.org.my](mailto:nadhira@isp.org.my)  
03-7955 5561 En. Rizal  
[rizalhisham@isp.org.my](mailto:rizalhisham@isp.org.my)

For office use only:  
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**DEADLINE**  
**15<sup>th</sup> NOV 2024**