



TDG BACKGROUND

for Certified Training Affiliates (CTAs)

Thinking Dimensions Global (TDG) is a global consulting and training company that specializes in the transfer of critical thinking skills, problem solving, decision making and root cause analysis techniques all levels of the organization. The company was founded in 1997 when Dr. Charles Kepner and Dr. Matthys Fourie joined forces to develop & distribute the KEPNERandFOURIE™ methodologies.

1. The Background

Dr. Charles Kepner and Dr. Ben Tregoe, while working at The Rand Institute in the 1960s, researched, developed and engineered the first revolution in problem solving with the Kepner-Tregoe Problem Solving programs. Their books “The Rational Manager” and “The New Rational Manager” with their various workshops were widely read and practiced in over 45 countries.

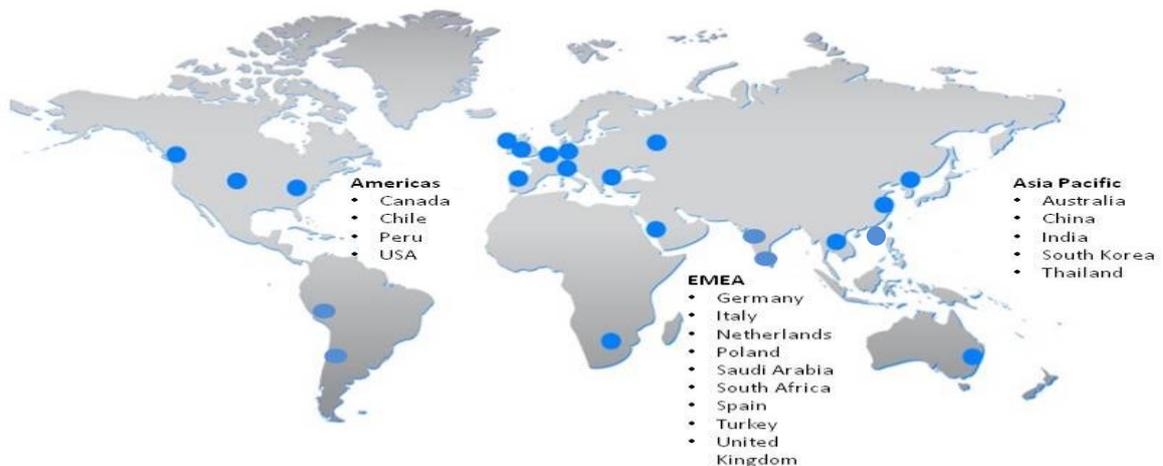
In 1995, Drs. Chuck Kepner and Matt Fourie joined forces to update, re-engineer and lead another breakthrough in critical thinking. This development was based on the impact of technology on the business world, the need for speed and the need “to do more with less.” This new approach to business problem solving became known as the KEPNERandFOURIE® methodology.

The KEPNERandFOURIE® methodology is conveyed through workshops and consulting/facilitation assignments. It has supplemented many organizational improvement efforts such as LEAN, Six Sigma, 8D, ITIL, itSMF, PMI, Leadership Development and Continuous Improvement initiatives.

2. Thinking Dimensions Global

Thinking Dimensions Global (TDG) is the owner and distributor of the KEPNERandFOURIE® thinking methodology. TDG’s head office is located in London, United Kingdom and the Research & Development offices are located in Washington. DC, USA.

Thinking Dimensions International representation



Thinking Dimensions have partners and CTAs in Australia, Canada, China, India, Italy, Poland, South Africa, Singapore, Thailand, Turkey, United Kingdom and USA.

As the owner of the KEPNERandFOURIE® intellectual property and product range, TDG's vision is to build a network of Certified Training Affiliates (CTAs) who will enhance their existing businesses with the addition of the KEPNERandFOURIE® products. We seek to establish a working relationship with interested organizations or individuals, to be referred to as Certified Training Affiliates (CTAs). TDG will provide the KEPNERandFOURIE® technology and support to CTAs to enable them to grow their business. We do not envisage a cumbersome, corporate organization, but endeavor to ensure maximum representation through a lean, agile network.

CTAs will be appointed per language group, except in English-speaking countries where representation will be based on a client exclusive basis (see paragraph 4) TDG envisages having no more than twenty-four active CTAs representing the KEPNERandFOURIE® product range worldwide.

3. Process for becoming a KEPNERandFOURIE® CTA

The following is an overview of the steps we follow to bring a new partner or Affiliate on-board with our methodology as quickly and effectively as possible. This overview can be tailored depending on your unique circumstances:

1. **Applicant indicates interest** - Interested applicants will be directed to one of our CTA Managers to support and service you through this onboarding process.
2. **Your CTA Manager will provide you with access to the TDG Learning Management System (LMS)** portal. This will allow you to peruse and ask questions of supporting documentation about this opportunity.
3. **Application/Agreement** – You will review all the items in the LMS for clarity and agreement and notify us when you are ready to proceed. You will then be

sent an application form to be completed and returned to your CTA Manager.

4. **Interview with TDG's CEO** – this is normally a Skype or telephonic interview.
5. **Thinking Dimensions “no-go/go” decision** – Thinking Dimensions will conduct a due diligence and inform you of their decision regarding your application.
6. **Complete CTA agreement** - Upon receiving an offer from TDG, you will be sent an agreement to sign and return. Upon receipt of the signed agreement, you will be invoiced. Upon receipt of payment, you will have access to all the KEPNERandFOURIE© learning methodologies via the DESIGN4 LMS module with instructions.
7. **CTA Trainer accredited in first module(s)** – You will receive instructions on how to get certified by uploading your prepared certification. Your CTA manager will coach and certify you in the DESIGN4 thinking process.

4. Client Exclusiveness

Client Exclusiveness is a concept used by TDG to ensure CTA client protection and facilitate interaction of the CTAs world-wide when dealing with multi-national clients. This approach is unique to TDG and ensures clarity of client “ownership.”

5. Market Representation

The KEPNERandFOURIE® product range is currently represented in Australia, Canada, China, Italy, Poland, Singapore, South Africa, Turkey, United Kingdom and the United States.

Thinking Dimensions Global has master trainers in English, Spanish, Turkish, Italian and Chinese. Refer to our website for the latest list of TDG network clients.

6. Proposed Products and Services

The KEPNERandFOURIE® product range includes problem solving, decision making, design thinking, root cause analysis, risk mitigation, cybersecurity, project management rescue consulting and training services. It has been utilized with resounding success in mining, manufacturing, electronics, telecommunications, shipbuilding, energy distribution, government/federal and pharmaceutical industries.

A recent development is our focus on providing IT Professionals with proper and specially customized investigative skills for Incident and Problem Management. The KEPNERandFOURIE® thinking technology has revolutionized the transfer of learning through the exciting medium of experiential learning, software and interactive exercises.

- Typical areas of improvement are:
- Incident Management
 - Problem Management
 - Service Management
 - Risk and Cybersecurity mitigation
 - Downtime and turnaround time
 - Specific investigations for Root Cause
 - Dealing with “vexing” and “wicked” problems
 - Project Optimization, especially projects that have drifted or gone astray



6.1 *itRCA*[™] (I.T. Root Cause Analysis)

This offering is the latest application area for the KEPNERandFOURIE® thinking technologies. There are four thinking approaches from which the IT Professional could benefit:

- I. Incident Management Investigation techniques to significantly reduce MTR
- II. Problem Management Investigation approach to find the technical and root cause of a specific incident.
- III. Advanced Technical Trouble Shooting Skills training to be able to investigate and permanently resolve vexing and truly complex problem issues

Applications run over a one or two day intensive period. Our decision making modules ensures resolution beyond the fix and offers an array of action generating alternatives:

- I. Design Thinking finding new solutions for existing or future seemingly unsolvable problem situations.
- II. Making a Professional Choice (between alternatives)
- III. Creating a Solution (based on blending the best requirements from various alternatives)
- IV. Developing a Max4[™] Solution (creating unique solutions where no alternatives exist)

6.2 Cybersecurity Consulting Practices (SelfCYBER)

This program is a consulting service, not a training program. TDG believes in transferring their “know-how” to their clients to make them self-sufficient. All the well-known KEPNERandFOURIE® thinking processes are molded and enhanced to provide appropriate process analysis tools to deal with cybersecurity proactively and reactively. All the tools and templates are arranged into three distinct phases in cybersecurity execution:

- I. Diagnostic tools to assess possible vulnerabilities in existing practices and processes.
- II. Fixing identified vulnerabilities as effectively as possible using resident

intelligence

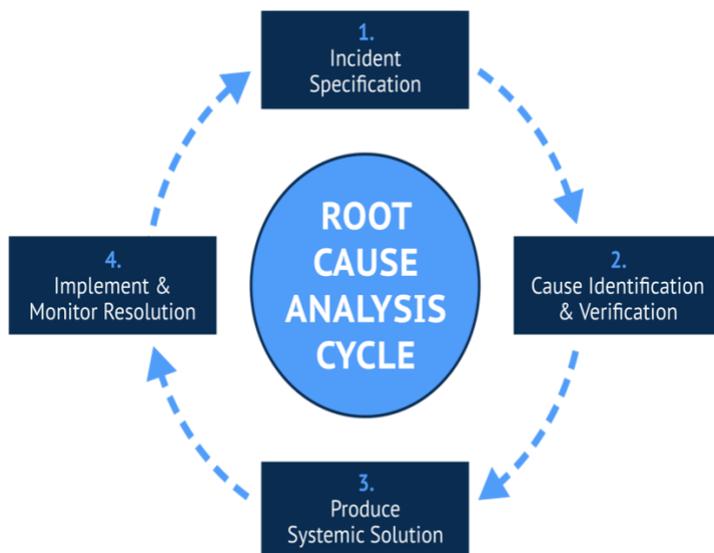
III. Dealing with actual breaches quickly, accurately and permanently

The development of in-house cybersecurity expert facilitators is conducted in three development blocks over a period of time. The aim is to develop highly skilled and effective internal resources that can be utilized internally on an iterative basis. The blocks are the following:

- I. Block One: Learning and applying all cybersecurity analyses tools
- II. Block Two: Applying all tools and template permutations to own-job live situations
- III. Block Three: Executing an actual investigation and initiative under the guidance of a master facilitator from TDG

6.3 Operations Advanced Technical Troubleshooting (RCA)

This workshop is specifically for manufacturers, operators, technicians, Quality managers, maintenance personnel and engineers. It provides skills in troubleshooting, faultfinding and resolution.



This is a disciplined approach using both rational and intuitive thinking to arrive at the true cause of a problem. Once a true cause has been identified and verified, then the root cause can be determined. This approach ensures the elimination of recurring problems. It has three separate tiers of application depending upon the complexity of the issue. It is simple and easy enough to use for all levels of employees.

6.4 Project Rescue (Project Optimization)

Project Rescue is what its name suggests...it is all about helping a project team to take back control of their project when it has drifted or gotten out of control. It looks at the three major aspects of how to “rescue” a project:

- I. Assessing the project issues and identifying the pressure points
- II. Fixing the project using reactive and proactive corrective strategies
- III. Running the project to ensure that the recently “fixed” project keeps on track

This is not a Project Management workshop but rather a problem solving workshop for project management staff, helping them to ‘rescue’ normalcy to their project.

6.5 Results Facilitator Training

TDG trains in-house trainers and facilitators (mentors/coaches). This is the vehicle that ensures our process is transferred to the client company in order to ensure self-reliance. This workshop is an intensive five days for the Facilitator training and with an additional 2 days of “check out” for the Trainers.

The successful graduate will have a professional skill and ability to facilitate and/or train others in the KEPNERandFOURIE® technology and methodology at any level in the organization.

6.6 Consulting

TDG employs its Results Multiplier for non-IT environments. IT environments are most suited for our Rules of Engagement.

These concepts and implementation approaches are for a company-wide implementation plan that optimizes the training and facilitation of organizational concerns. They are a way of managing strategic initiatives and company issues in the most effective way, while complementing the company culture

6.7 Company Interventions

The KEPNERandFOURIE® methodology integrates smoothly and complements continuous improvement interventions such as ITIL, LEAN, PM and Six Sigma. The level of problem solving approaches of KEPNERandFOURIE® provide a ‘glue” for the problem solving advocated in these other interventions.

Major intervention weaknesses are addressed by applying one of these levels of applications to the problem:

6.7.1 Level 1 - Thinking on Your Feet

The participants learn critical questioning skills, which if used correctly, will enable any manager and professional person to handle problem situations while being under time pressure. This is normally done without any paperwork or any formal analysis.

We also offer 4-hour sessions in this level of problem solving thinking using our RAPID REZ troubleshooting templates.

6.7.2 Level 2 - Intuitive Level

Most problems can be solved much quicker and more effectively if the organization facilitates the application of the knowledge of all its employees.

Using the Intuitive level, the KEPNERandFOURIE® processes encourages not only the use of rational data but also employees content knowledge, logic and experience to identify causes and solutions. Intuitive suggestions are filtered through a rational process; then a true cause for the problem is generated, tested and verified.

LEVELS OF PROBLEM SOLVING

THINKING ON YOUR FEET:

This is the typical highly effective "checklist" problem solving approach for typical types of incidents

INTUITIVE APPROACH:

Non-typical incidents and utilizing the experience, logic, and "gut feel" of problem solvers

INVESTIGATIVE APPROACH:

Non-typical incidents and the incident/problem investigators do not have a clue what the reasons are or what the solution should be

6.7.3 Level 3 - Investigative Level

This level is the solely rational, purely factual approach. It is used in more complex problem solving situations. It involves the uncovering of hidden information that did not surface during the intuitive level.

This is the most powerful (and time consuming) approach. While effective, it is seldom used or needed because most problems can be resolved at the Intuitive or Thinking On Your Feet Levels.

7. Proposed Relationship

7.1 Obligations of Thinking Dimensions Global (TDG)

TDG will ensure that the following practices and processes will be supported on an ongoing basis:

- All KEPNERandFOURIE® processes will be continuously researched and updated to keep up with market developments. TDG will provide the CTA with the latest version of all materials on their SharePoint website so that they can see how they fit with their operations.
- TDG will keep the TDG SharePoint and TDG LMS websites updated and current to reflect latest thinking and availability of materials
- TDG will ensure that the internal client list, reflecting CTA "exclusive" clients will be current for up to the latest month.
- TDG will apply and execute the "client exclusiveness" practice as fairly as possible using a meeting of peers to provide arbitration for contested client situations.
- A senior TDG partner will be available and dedicated to each CTA to provide support and back up upon request. This will focus on the on-boarding process but will also include the welfare of the on-going relationship.
- Workshop materials for CTAs who opt not to print their own materials.
- TDG will provide coordinating efforts to ensure that the network of CTAs

have access to each other's ~~unique~~ skills in the market, if required.
Negotiations regarding fees will be agreed between the CTAs.

- The training of CTA personnel will be the priority of TDG. TDG will ensure that master trainers will always be available to a specific train-the-trainer or facilitator training workshop.

7.2 Obligations of Certified Training Affiliate

The following will be the obligations of each CTA to TDG and to their fellow CTAs:

- CTA will protect the intellectual property of TDG and the KEPNERandFOURIE® copyrights with clients and their own staff.
- CTA will ensure that all customizations or changes to existing materials are approved by TDG and when agreed to, have it lodged with TDG.
- CTA will ensure that the printing of materials is in accordance with the TDG policies and standards
- CTA will report their KandF related turnover to TDG on a quarterly basis. Payment to TDG is required within 30 days of reporting. TDG expects honesty and integrity with all KandF used materials and IP. TDG will have the right to audit CTA/CE financial records as they pertain to KandF transactions, upon request.

7.3 Ongoing Training/Certification of CTA Staff

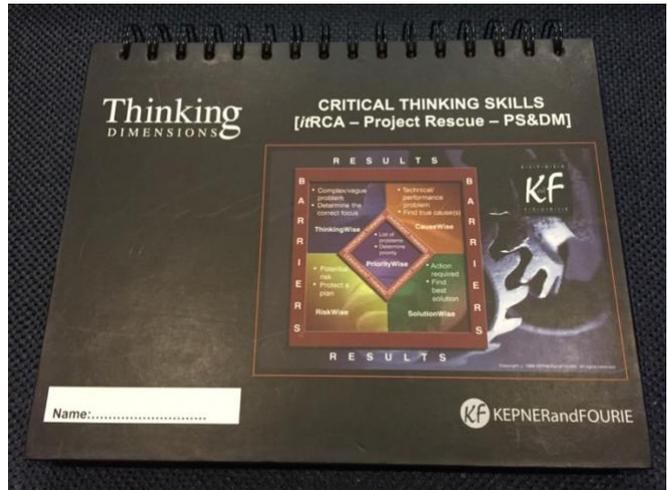
TDG does provide ongoing products and services training to all CTA employees when needed. The following are some of those specific:

- All “refresher” training of workshops and/or training courses which have already been attended, will be available to CTA at no extra charge. The CTA will be responsible for own travel and accommodation expenses. There is no limit on how many times a single person may attend the same workshop.
- CTA employees are welcome to attend training at any other TDG workshop, module or training course at fees applicable specifically for existing CTAs.
- TDG has a suggested sequence for training of CTA staff. This is a recommendation and the actual sequence will depend on the CTA's needs and their client priorities.

7.4 CTAs Using English Materials

The Commercial Arrangements are the following:

- I. There is a fee structure designed for small businesses (Enterprise) and a separate one for individual entrepreneurs (Professionals).
- II. Thereafter, a 10% royalty on self-declared KEPNERandFOURIE related revenues is payable every quarter in arrears.
- III. The CTA will purchase training kits from TDG at an agreed fee (covering actual production costs plus a handling fee). They have the option of producing their own materials in accordance with TDG specifications.
- IV. All fees will be mutually agreed upon between parties and will be accordance with a CTA agreement. (Below is an example of the materials)



7.5 CTA using non-English material

TDG prefers to enter into a licensing agreement with each CTA to permit the use of the KEPNERandFOURIE® technology to grow their business. In terms of this agreement:

- I. TDG will offer a renewable license which permits the CTA to use TDG products in his/her own language and for their exclusive clients in specified geographic areas.
- II. The CTA will be allowed to print his/her own training kits/materials in their local language
- III. The initial agreement period would be for three years, automatically renewable yearly.
- IV. The representation would be country/geographically exclusive.

The License Agreement :

- I. There is a negotiated up-front fee payable for the license which will include the initial training period to enable CTA staff/consultants to market, sell, consult and train the TDG technology.
- II. A 10% Know-how fees on total self declared turnover of TDG products is payable on a quarterly basis in arrears. A mutually agreed upon monitoring system would be implemented.
- III. Bi-yearly reporting on mutually agreed pre-determined performance indicators will be effected.
- IV. All fees will be mutually agreed upon and reflected in a licensing agreement.

8. Frequently Asked Questions and Answers

1. Freq

1. Who are the owners of the KEPNERandFOURIE® products and services?

The copyright and intellectual property of the KEPNERandFOURIE® materials belong to Thinking Dimensions Global. Thinking Dimensions Global is the sole and exclusive distributor of the KEPNERandFOURIE® products and services range.

2. Who are the Managing Partners of Thinking Dimensions Global?

Dr. Matthys Fourie	-	Founder and Chairman, Director IT CSI
Tim Lewko	-	CEO, Director Strategy
Adriaan du Plessis	-	Director OPS PS&DM, MD South Africa
Robin Borough	-	Director Sales & Marketing

3. Why are you promoting KEPNERandFOURIE® more than the TDG company name?

TDG is the legal entity that owns the rights to the KEPNERandFOURIE® product range. TDG operates through a global network of its partners and CTAs who offer, represent, sell, deliver and promote the KEPNERandFOURIE® product range.

Some of our CTAs have migrated from their status as a CTA to a Partner by adopting the name of Thinking Dimensions in their businesses. Examples are: Thinking Dimensions Canada, Thinking Dimensions Group South Africa, Thinking Dimensions Italy, Thinking Dimensions Association USA, Thinking-Dimensions India (India), Thinking Dimensions Group UK, Thinking Dimensions LLC (USA) Thinking Dimensions Australia and Thinking Dimensions Singapore/Asia.

4. What was Chuck Kepner's role in KEPNERandFOURIE®

As a founder member of TDG, Chuck recognized the need to update his original work from the 1970's (Kepner-Tregoe) He collaborated with Matt Fourie to develop new tools for the IT world. He served as steward for all the KEPNERandFOURIE® design enhancements. He ensured that new products were updated to reflect the demands of modern business...doing more with less. Sadly, Chuck passed away in March 2016. His role has been assumed by Matt Fourie.

5. How do we access all the materials for marketing and training purposes?

All materials can be accessed via the Thinking Dimensions™ CTA Portal. TDG will provide CTA's passwords that will provide them access to the required information. A list of materials available will be provided by means of a CTA Portal site map giving the CTA access to graphics, videos, marketing materials, training materials, policies, procedures, pricing, logos and pictures.

6. **Who has the last say regarding changes to the intellectual materials?**
 All proposed changes must be presented to TDG for Matt Fourie's consent. Whenever a CTA would like to customize any KandF materials for a client, that would be allowed but subject to TDG permission. A copy of the customized product will be held by TDG on their CTA Portal.
7. **To what extent can the KEPNERandFOURIE® products be customized?**
 KEPNERandFOURIE® materials can be customized according to specific market or client needs, provided that permission is obtained from TDG prior to any changes being made to the materials. TDG is in favor and encourages culture or client specific customizations. CTAs may deliver – at their own discretion - different permutations of the KEPNERandFOURIE® workshops. However, if it requires the combination with programs other than KEPNERandFOURIE® products or if the changes impact on the KEPNERandFOURIE® terminology, process steps or intellectual property, then it needs to first be submitted to TDG for approval.
8. **Why are you so prescriptive about copyrights and copyright identity?**
 TDG owns all proprietary rights, which may be attached to the products and management services and as such has a protectable interest to such products and services. TDG has the following copyrights and Service/Trade Marks:
- a. Copyrights
 - i. ThinkingWorks (OPS PS&DM product)
 - ii. itRCA (IT Root Cause Analysis)
 - iii. Root Cause Analysis for Engineers
 - iv. FreeZone Innovation
 - v. Project Rescue (Pending)
 - b. Service/Trade Marks
 - i. Thinking Dimensions®
 - ii. KEPNERandFOURIE® Thinking Technology
 - iii. itRCA (IT Root Cause Analysis)
 - iv. itSRA (IT Service Restoration Analysis)
 - v. itTCA (IT Technical Cause Analysis)
 - vi. Project Rescue (Pending)
 - vii. Design4Thinking
 - viii. SelfCYBER (Cybersecurity Facilitator Development)
9. **What are the conditions that apply to translations? Who carries the cost and whose resources are used? How much translation is involved?**
 All KEPNERandFOURIE® materials will be made available to the CTAs for translation, e.g., participant materials, leader's guides, OHP slides, and marketing materials. The CTA uses their own resources and carries all costs for translations. Translated materials must be a true reflection of the original materials. TDG will obviously provide support where necessary and when possible.
10. **Who owns the copyright for translated materials?**
 The CTA who translated the material co-owns the copyright of the translated material for a mutual agreed period, normally 5 years. Thereafter the copyright

of the translated material reverts to Thinking Dimensions Global.

11. What if a Certified Training Affiliate that uses non-English material needs English course material for a client?

The CTA can purchase English course material from TDG at the price agreed between the parties. The price is revised annually and adjusted on the TDG SharePoint pages according to existing exchange rates.

12. Who will deliver the training if a non-English speaking CTA client needs training in English?

This training can be provided by TDG or by any other English-speaking program leader who has been accredited by TDG.

13. Why are you so prescriptive and strict about the training standards?

TDG has numerous multi-national clients and these clients are ensured of a consistent standard. Maintaining and providing clients with a high and consistent standard globally is of utmost importance to us.

14. What if a CTA identifies a business opportunity outside their particular geographic area?

CTAs are permitted to operate in areas that fall outside their geographical areas. However, for non-English speaking CTAs, should a business opportunity be identified in an area where a KEPNERandFOURIE® CTA is already operating, it will be the decision of the contracting CTA to either deliver it themselves or use the local KEPNERandFOURIE® CTA in that area. A referral commission will be payable to the referring CTA. However, for the English speaking countries TDG does not have geographic boundaries; TDG employs its policy of "Client Exclusiveness" instead of geographic exclusiveness.

16. How are know-how fees calculated and how frequently is it paid over to TDG?

Know-how fees are calculated at a percentage of the CTAs total turnover for the KEPNERandFOURIE® products. CTAs pay know-how fees to Thinking Dimensions Global on a quarterly basis, in arrears.

17. Is there a forum through which the KEPNERandFOURIE® Certified Training Affiliate can network?

All KEPNERandFOURIE® CTAs will be requested to attend a Certified Training Affiliates' Meeting when the need arises. Sufficient time is scheduled during the meeting to address CTA related matters and concerns, as well as for networking. TDG encourages CTAs to network on an ongoing basis. These Global meetings have previously been scheduled on a two-yearly basis and they have proved very useful for the CTAs.