

Tools for Knowledge Workers

Solution Quality Matrix

		Produces Desired Results	
		No	Yes
Produces Off-Setting Side Effects	No	Ineffective but Efficient	Effective and Efficient
	Yes	Ineffective and Inefficient	Effective but Inefficient

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The matrix above is based on the work of Chester I. Barnard in his book *Functions of the Executive* (1938). Barnard noted that action (e.g., a solution being implemented) can be effective or ineffective, and efficient or inefficient. The four possibilities are reflected in the matrix above:

1. If a solution produces the desired results and there are no off-setting side effects, the solution is both effective and efficient.
2. If it produces the desired results but also produces off-setting side effects, the solution is effective but inefficient.
3. If it doesn't produce the desired results and it doesn't produce any off-setting side effects, the solution is ineffective, however, it is efficient.
4. If it doesn't produce the desired results and it also produces off-setting side effects, the solution is ineffective and inefficient.

I encourage you to read Barnard's book.

