

Tools for Knowledge Workers

Solution Quality Matrix

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

© Fred Nickols 2020

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.

