PROBLEM SOLVING TRAINING

Countermeasures Exercise

“There are few things as useless, if not as dangerous, as the right answer to the wrong question.”
-- Peter Drucker

“Don’t cross the bridge until you get to it.”
-- English proverb

Objective:
Participants will organize ideas about potential solutions to problems that link to the verified root cause, using a countermeasures matrix.

Steps / Instructions:
1. Identify an exercise leader, a reporter, a scribe, and a timekeeper.
2. Review the instructions for the countermeasures matrix on pages 5-10 to 5-13.
3. Select one of your likely root causes from the last exercise and pretend that you have successfully verified it.
4. Note your root cause at the top of the flip chart.
5. Brainstorm possible countermeasures that will eliminate the root cause or otherwise reduce its effect.
6. Consider possible practical methods for implementing the countermeasure. Choose one to pair with each of the countermeasures and note these items on your flipchart.
7. Consider the impact on budget for the practical method you developed. Add notes about this to your flip chart.
8. Rate your countermeasure for effectiveness (E).
9. Rate your practical method for feasibility (F), considering budgetary impacts.
10. Multiply your two ratings to develop a score for each countermeasure/practical method.
11. Select one or more for action. Note your selected items in the “Action” column.
12. In the outbrief, report on the different countermeasures you considered and how you came to select one or more for implementation.

Deliverables:
Completed Countermeasure Matrix with the root cause listed at the top. Use the following column headings:

<table>
<thead>
<tr>
<th>Countermeasures</th>
<th>Practical Solutions</th>
<th>Impact on Budget</th>
<th>Rate E</th>
<th>Rate F</th>
<th>Score: E x F</th>
<th>Action?</th>
</tr>
</thead>
</table>

Time to Report Out: ____________________