

A3 Thinking: Possible Countermeasures

What is the purpose of the Countermeasures section?

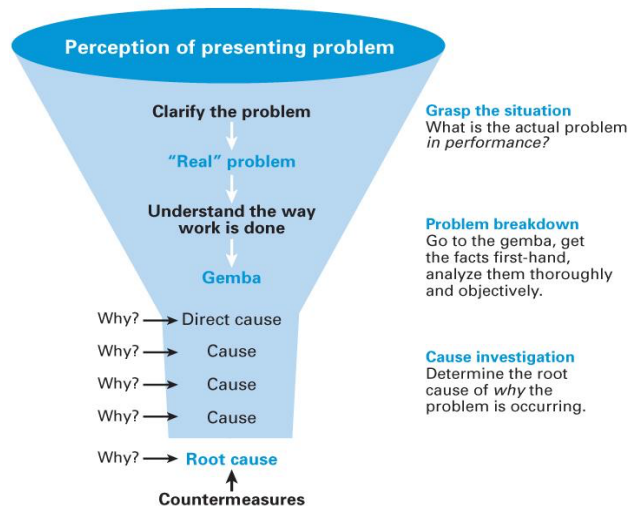
- To describe your thinking about ideas and recommendations in order to:
 - ENGAGE others in “becoming part of” thinking, testing and improving
 - NOT just convince, “sell,” or “get buy in” on one course of action
- To identify actions likely to impact your problem, which can be sequenced as a series of experiments to learn what works, what doesn’t work and how to improve your thinking

Why do we use “Countermeasures” rather than “Solution?”

- “Countermeasure” - Acknowledges the need to find and test actions likely to reduce the problem condition, possibly permanently but often temporarily
- “Solution” - Implies one correct, static answer

What is Set Based Decision Making?

- Assessment of a set of possible countermeasures rather than one approach
 - Uncovers broad range of options; Avoids jumping to one course of action too quickly
 - Focuses on developing everyone’s fullest understanding of possible actions, not creating one ideal solution
 - Uses criteria to evaluate and select a course of action



Construction of a Good Possible Countermeasures Section

- Explores every reasonable alternative
- Viable and specific countermeasures are based on conversations and agreements with those doing the work, stakeholders
- Proposed countermeasures address specific root causes
- Shares criteria and evaluation of which proposed actions are necessary
- Does not rely on jumping to “solutions” without testing/verifying effectiveness

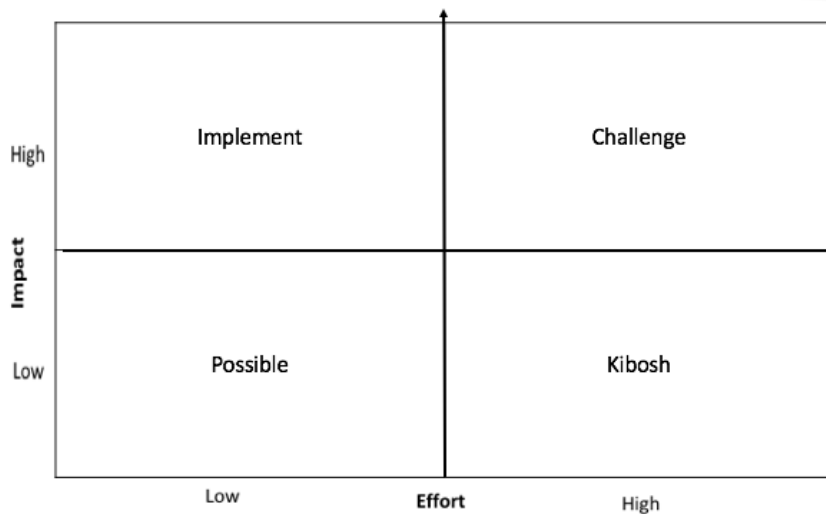
Example of Possible Countermeasure Section, which includes columns for:

- Root Cause Addressed
- Countermeasure Title and Description (Consider using “if, then” statements)
- Define criteria for considering Possible Countermeasures

Root Cause	Countermeasure	Description	Impact	Effort
A	Insert “Title”	If...X...then y	High	High
A	Insert “Title”	If...X...then y	Low	Low
A	Insert “Title”	If...X...then y	High	Low?
B	Insert “Title”	If...X...then y	Med	Low
B	Insert “Title”	If...X...then y	High	High??
B	Insert “Title”	If...X...then y	High	High

Example of PICK Chart – A ZSFG Tool for reviewing possible courses of action in teams

PICK Chart



1. Review possible countermeasures
 - Have you explored every reasonable alternative?
 - How can I make these options clearer?
 - Are countermeasures clearly addressing the root causes?
2. Specify high or low impact and effort
 - Explore differences in perspectives
 - What specificity can be added to clarify impact/effort?
 - Explore perspectives on how countermeasures differ
3. Moving towards implementation
 - How can we modify and test ideas to minimize the effort or maximize the impact