Index

accountability, 189
Ackoff, Russell, 93
action steps, 144, 159–160
AEGON USA, 68–69
Allen, David, 159
analysis of problems, 76
Apollo 11, 88
applications
   general, 60–61
   one dozen dynamic, 196–197
Asian Gypsy Moth invasion (AGM),
   35–37, 181–182
assessment, types of, 167
assumptions, 22, 36, 46, 52–56
   acting on, 138–139
   analysis and testing of, 137–138
   categories of, 134
   consequences of, 133–134
   controlling, 139
   dealing with, 139–140
   as failure agent, 174
   faulty mistakes in, 132–133
   fine point distinctions, 139–140
   identification of key, 135–137
   influencing, 139
LogFrame accommodation
   of, 135
monitoring, 139
   as a positive condition, 137
   responding to, 139
   silly assumptions, 136
   steps for managing, 135–139
   validation of, 56
   working with, 140–141
attitudes and behavior, 123
“Be-Cycle-Logical” principle, 15
B-HAGS (big hairy audacious goals), 13
“Big Mac Index”, 125
bin list, 201
blind men from Hundustan, 7
Boeing Gantt Charts, 3–4
boss briefing, 174
bottom line management, 69–71
broad-brush scan, 74
Cameron, Katie, 124
Caribbean Agricultural Research and Development Institute (CARDI), 153
causal logic, 25–26
cause-effect thinking, 23
celebrating success, 176
centimeter sand grains, 170
chunking, 144–147
   Bizarro cartoon example, 145
   of IT project objectives, 106–107
   levels of, 146
committee vs. team, 185
communication, 168
communications functions, 140–141
community goals/measures, 70
costs, 50
Costner, Kevin, 22
critical strategic questions, 44–46
Cronin, Joe, 188
Cruise, Tom, 180
customer goals/measures, 70
customers, 50
“Cycle-Logical” Approach, 166–167
degree of risk, 138
deliverables, 103
descriptive phrases, 30
DirecTV, 41
distinctions, 139–140
do nothing option, 140
earned value analysis (EVA), 169
Einstein, Albert, 19
emotional intelligence
sharpening, 189
techniques for increasing, 190–193
employee goals/measures, 70
end of project status (EOPS) measures, 122
environmental context, 14
environmental review, 73–74
esprit de corps, 188
evaluation
data and methods, 175
project and program, 173
execution plans, strategies turned into, 80
exploring directions, 195–198
facilitation by yourself, 201–202
feedback loops, 165
Field of Dreams, 13, 22
financial goals/measures, 70
Fircrest School for the Developmentally Disabled, 123–124, 175
first-order chunking, 146
format variations and innovations, 158
Fortune magazine, 8
Four Critical Strategic Questions (Schmidt), 19
Gantt charts, 46, 147
getting here, 161
Getting Things Done (Allen), 159
goals
defined, 32, 33
and measures, 51, 76–77, 118
vs. purpose, 101
gobbledygook, 97
granularity, 155, 159, 169
grid ingredients, 56–61
Hageboeck, Molly, 177
Holmes, Oliver Wendell, Jr., 6
horizontal logic, 58
hot-button topics, 195
how do we get there, 56
Howell, Ken, 195
“how” question, 21, 22, 36
how will we measure success, 50–52
Huchton, John, 73, 81, 127
human dynamics, 179
human moves, 180
hypothesis, 23, 54–55

Implementation Equation, 55

inch-pebbles, 170

influencing assumptions, 139

information needs, 168

initial planning, 9–10

input and outcome terminology, 104

input level measure, 52, 118

inputs, 46

defined, 32, 33

organization of, 147–150

vs. outcomes, 148

input task list, 56

integration best management practices, 42–43

interpersonal expertise, 190

interrogative questions, 58

involvement, 179

issue identification, 5–6

“Joe’s correct” syndrome (sycophancy), 99

Johnson & Johnson, 176

just do it, 175

Kennedy, John F., 88

key players, 72, 199

knowledge worker need, 7

Koch, Steve, 73

leading measures/indicators, 127

linear responsibility chart, 152

linked clusters, 158

linking logical levels, 89–91

linking multiple objectives, 89

LogFrame

accommodation of assumptions by, 135

best practices tips, 177–178

communications functions of, 140–141

hybrid format, 158

limitations and best practices, 176–178

in project and program evaluation, 173–174

startup development, 191–193

terms used in, 44

usage errors and limitations, 177

uses for, 41

LogFrame approach, uses for, 196–198

LogFrame levels
distinctions among, 99–100

goals, 99–100

LogFrame matrix, 42

LogFrame structure and strategic questions, 200–201

logical framework, history of

conceptual foundation of, 42–44

critical strategic questions, 44–46

grid ingredients, 56–61

introduction of, 40–62

solution tools, 40–42

systems thinking, 42–44

workshop process, 46–56

logic

casual vs. strategic, 25

logical order, 28

Los Alamos National Labs (LANL), 71, 92

Graphic Information Service (GIS), 72

Los Angeles County Assessor’s Office, 41

management by objectives, 43

managing enterprise-wide change, 123–124

mandates vs. draft versions, 98–99

means-ends thinking, 23

independent measures, 116–117

targeting, 116–117
measurement of success, 50–51
measures
  benefits of, 128
  leading, 126
  vs. objectives, 117
and objectives, 118–123
proxy, 127
robustness of, 118–119
unobtrusive, 127
measures and objectives, 118–123
measures and verification, 44, 103, 147
meeting room setups, 200
meetings, 188–189
metrics, 50
micro-management, 59
milestones, 169
MIS (Management Information System), 50
mission and values review, 74–76
mission vs. vision, 75
mistakes in assumptions, 132–133
monitoring to assumptions, 139
mood management, 189–190
motivation, 88
multiple objectives, 34–37
multiple projects, 103

NASA, Orbiter crash, 132
NASA’s Rule #15, 9, 199
necessity and sufficiency, 104
networking, 76
neutral language, 25
Newman, Paul, 180
Nimatkul, Sudjit, 42
Noah’s ark project, 144, 146–147, 148–149

objectives, 44
  defined, 31
  intermediate, 46
  levels of, 32, 49
  vs. measures, 117
and measures, 118–123
problems turned into, 92–94
sorting out of, 30
tips for clear, 95–98
tweaking and tuning, 98–99
wording of, 96
objective trees, 35
Offsite Recovery Project (OSRP), 92
Oman, 111–113, 119–122
one-shot planning, 15–16, 165
operational goals/measures, 70
organizing inputs, 147–150
outcome level measure, 51–52, 118
outcomes
  defined, 32, 33
  vs. inputs, 148
  what the project will deliver, 103
outcome-to-purpose link, 103

people dynamics, 16
  management of, 179–194
periodic evaluation, 175
phase-gate methodologies, 155
phase planning, 155
plan-act-assess cycle, 166
planning, 71–72
planning mistakes, 13–16
  environmental context, 14
  one-shot planning, 15–16
  people dynamics, 16
  solutions to, 16–17
  stakeholder interests, 15
tools and processes, 14–15
vague objectives, 14
planning steps, 72–83
  context and issues clarification, 72–73
norms
  development of, 188
  shaping, 187
core strategy development, 76–80
environmental review, 73–74
goals and measures, 76–77
key players, 72
mission and values review, 74–76
process follow-up, 82
strategies turned into execution plans, 80–82
summary, 83
PMBOK (Project Management Book of Knowledge), 11
portfolio and program management, 67–69
post-mortems, 172–174
Powers, Ren, 122
Practical Concepts Incorporated (PCI), 40
problems
   definition, 93, 155, 156
   stakeholder definition of, 94–95
   turned into objectives, 92–94
process facilitator, 199
process follow-up, 82
program success, 173
project
   completion, 51
design, 140
dynamics, 6
evaluation, 167, 172–174
management, 43
project monitoring, 167, 169–171
   delayed deliverables, 170
   trip wire events, 170
project planning vision, 105–106
project review, 167, 171
projects
   aligned with strategic intent, 63–83
   bottom line management, 69–71
   grouped by common business theme, 68–69
   as masterpiece art, 105
   modern definition, 12
planning steps, 72–83
portfolio and program management, 67–69
strategic planning, 71–72
strategy, categories of, 64–66
strategy, limitations of, 66
project status review, 171–172
project success, 51, 173
proxy measures, 127, 165
purpose, 66, 89
   defined, 32, 33
   and expected change in system behavior, 101
   vs. goals, 101
   outcomes driven by, 102–103
   statement, 68, 101, 102
   themes, 69
purpose level measure, 51, 118
   importance, 122
QQT
   categories, 50
   measures, 51, 174
quality, 50
quantity, 50
quick and clean strategic planning
   8 steps, 72
   case study, 71
quintuple bottom line, 70
Rapid Action Planning (RAP), 42, 198–201
Remer, Donald S., 9
Remer’s Rule of 10, 9, 199
resource requirements clarification, 150–151
resources, 56
responding to assumptions, 139
responsibility chart, 152–154
results, 201
return on investment (ROI)
   analysis, 44
Rocket News, 10
Rosenberg, Leon, 40, 113
Ruskin, Arnie, 169

Sandia National Labs (SNL), 92
Schmidt’s Law of Milestone Frequency, 170
Schmidt’s Law of Planning Density, 155–156
scientific method, 43
second-order chunking, 146
selective zooming, 157–158
self-awareness, 189
self-connecting feedback loop, 166
self-motivation, 190
sequential if-then logic, 25–26
shared norms for high performance, 187
SKEPTIC factors, 74
solution tools, 40–42
Sony Electronics, 41
Southwest Airlines, 127
special situations and special measures, 124–128
Spielberg, Steven, 132
SPOTS syndrome, 12
stakeholders
analysis of interests of, 180–183
engagement with, 180
interests of, 15
options for dealing with, 181
problems definition by, 94–95
straight line vs. curved and twisty paths, 156–158
strategic action, 202–203
strategic action cycle, 165
strategic business units (SBUs), 65
strategic chunking, 156
strategic disconnect, 64
strategic hypothesis, 23, 49, 55
business examples, 33
illogical, 30
personal examples, 34
strategic if-then IQ, 28
strategic intent, 18, 63–83
strategic planning, 43, 71–72, 196
strategic management verbs, 96
strategic questions, 20
and LogFrame structure, 200–201
strategies, analysis in relationship to success measures, 78–79
strategies, twenty-first century, 65
strategies turned into execution plans, 80–82
strategy
categories, 64–66
limitations, 66
simplification, 25
strategy-measure matrix, 80
Strategy vs. strategic initiative, 64
sub-goals, 91
sub-outcomes, 149
success
managing enterprise-wide change, 123–124
means of verification, 115–116
measurement of, 21, 50–51, 111–130
measures and objectives, 118–123
special situations and special measures, 124–128
targeting, 116–117
tips for meaningful measurement, 112–115
success measures, 78–79
4 tips for, 112
super-goals, 90
support options, 181
systems thinking, 42–44
integration of best management practices, 42–43
Tagliferro, Tony, 82
targeting, 116–117
task addition, 140
taskforce start-up, 92
team
Index

vs. committee, 185
core team, 186–189
high performance, shared norms for, 187
size of, 185–188
team building, 43, 183–186
term-paper syndrome, 170
Thailand, 42
The Thinker, 106
Think-Plan-Act-Assess (TPA’), 166
tips for meaningful measurement, 112–115
valid measures, 113–114
verifiable measures, 114–115
tools and processes, 14–15
total quality management, 43
tree organization, 34–37
troublespotting, 134–135
Tylenol scare, 176
unobtrusive measures, 127–128
updating, 15
USAID, 40
U.S. Olympic Hockey Team, 186
vague objectives, 14
validity test, 113
values, mission, and value statements (VMV) development, 74–75
verification, 44
examples, 114
verification mechanisms development, 175
verifiers, 120
vertical logic, 58
vision vs. mission, 75
von Braun, Wernher, 10, 88
Wali of Dhofar, 111
Waste Isolation Pilot Program (WIPP), 172
Weisinger, Hendrie, 190
what are we trying to accomplish and why, 46–50
what other conditions must exist, 52–56
“what other” question, 21
“what” question, 20–21
What’s In It For Me? (WIIFM), 184–186
Whoops Hall of Shame, 132–133
why/how perspective, 36–37
“why” question, 36
win-the-peace strategy, 111–112
wording of objectives, 97
work breakdown structure (WBS), 46, 147
workshop process, 46–56
how do we get there, 56
how will we measure success, 50–52
what are we trying to accomplish and why, 46–50
what other conditions must exist, 52–56
Yemen, 111
Zig-zag logic, 58
Praise for TERRY SCHMIDT and STRATEGIC PROJECT MANAGEMENT MADE SIMPLE

“Terry’s books guide your thinking about any reasonably complex goal you’re trying to achieve. I’ve seen very few things in this space that make sense past the paper they’re written on. This is a remarkable exception.”
—David Allen, author, Getting Things Done

“Terry has created a powerful and actionable methodology for change. Our team at eBay got immersed in it, loved it, and have taken it to heart. I’m definitely adding this valuable tool to my management tool belt.”
—Arnold Goldberg, Senior Director, Systems Engineering, eBay

“Pound for pound, Terry is the world’s best strategic project consultant.”
—Joseph Sunio, Project Manager, Boeing

“Learn from a master as Terry offers practical hands-on tools for tackling the tough issues that keep good leaders awake at night. Terry takes you from the surreal to the real world of strategic thinking and planning.”
—James Whalen, Vice President, DirecTV, Inc.

“Most projects get off track because the rails have been improperly laid. Terry’s insightful book provides practical ways to ensure that your rails are properly aligned.”
—Gordon Peters, Founding Chairman, CEO, Institute for Management Studies

“We used this method to organize and execute an awards campaign that earned numerous nominations and awards, including an Oscar®.”
—Don Levy, Senior Vice President, Sony Pictures Digital

“We are actively using these tools to develop global players, local champions, and knowledge entrepreneurs who make a difference in the world.”
—Dr. Booncharoen Sirinaovakul, PhD, Dean, Faculty of Engineering, King Mongkut’s University of Technology Thonburi, Thailand

“Terry provides a clear and compelling methodology for creating enterprise-wide strategies that integrate all of our sub departments. This is a must-read book for all leaders who want to revitalize their organization.”
—Dale Hough, Chief of Reengineering, Los Angeles County Assessor’s Office

“This book provides concise, simple, and highly effective tools to turn problems into action plans. No project is too complex when broken down using Terry’s four strategic questions and his Logical Framework tool.”
—Anne Wu, Lean Six Sigma Black Belt, 3M Unitek