

# 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 (AGMI), 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  
 concepts learned, 170  
 conceptual foundation of approach, 42–44  
 conditions required, 21  
 conduct of operation, 76  
 confidence building, 141  
 context and issues clarification, 72–73  
 controlling assumptions, 139  
 convoluted language, 97  
 core strategies, 76  
     development of, 76–80  
     strategies, analysis in relationship to, 78  
 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., 83
- 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
- norms
  - development of, 188
  - shaping, 187
  
- 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

- 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

- vs. committee, 185
- core team, 186–189
- high performance, shared norms for, 187
- size of, 185–188
- team building, 43, 183–186
- terminology consistency, 91, 97
- term-paper syndrome, 170
- Thailand, 42
- The Thinker*, 106
- Think-Plan-Act-Assess (TPA<sup>2</sup>), 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
- troubleshooting, 134–135
- Tylenol scare, 176
  
- unobtrusive measures, 127–128
- updating, 15
- USAID, 40
- U.S. Olympic Hockey Team, 136
  
- 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

<http://www.pbookshop.com>