

Contents

Acknowledgments xiii

Introduction xv

Why I Wrote This Book xvi

Getting the Most from This Book xvii

Three Logical Parts xviii

PART ONE:

Are You Strategic?

Chapter 1: Thinking Outside the Bar Chart 3

Tackling the Big Hairy Issues 5

Mastering Strategic Project Management 7

Start Smart 8

Lessons Learned Along the Way 10

Why Read This Book? 12

Beware These Six Dangerous Planning Mistakes 13

Key Points Review 17

Chapter 2: Building Strong Project Backbones 19

Asking the Four Critical Strategic Questions 20

Concepts from the Cornfield 22

Making Strategy Simple 25

Test Your Strategic If-Then IQ 28

Sorting Out Your Objectives 30

Organizing Multiple Objectives Into Trees 34

Key Points Review 37

Chapter 3: Introducing the Logical Framework	40
The Best Solutions Tool You'll Ever Find	40
Systems Thinking: Conceptual Foundation of the Logical Framework	42
Tackling the Four Critical Strategic Questions	44
Grab a Front-Row Workshop Seat	46
Ingredients of the Grid	56
Key Points Review	61
Chapter 4: Aligning Projects With Strategic Intent	63
Strategy in a Nutshell	64
Juggling Portfolios and Programs	67
Managing Multiple Bottom Lines	69
Quick and Clean Strategic Planning at Any Level	71
Eight Logical Planning Steps	72
Key Points Review	82

PART TWO: Mastering The Four Critical Strategic Questions

Chapter 5: Question #1—What Are We Trying to Accomplish and Why?	87
Shoot for the Moon	88
Linking Objectives Into Logical Levels	89
Turning a Problem Into a Set of Objectives	92
Terry's Tips for Clear Objectives	95
Exploring Distinctions Among LogFrame Levels	99
Sculpting Your Project Masterpiece	105
Key Points Review	107
Application Step #1	108
Chapter 6: Question #2—How Do We Measure Success?	110
Winning the Peace After Winning the War	111
Four Tips for Meaningful Measures	112
Measures Sharpen Vague Objectives	118
Managing Complex Enterprise-Wide Change	123
Special Situations Demand Special Measures	124
Key Points Review	128
Application Step #2	129

Chapter 7: Question #3—What Other Conditions Must Exist?	131
The Whoops Hall of Shame	132
Spotting Trouble Before It Comes	134
How the LogFrame Accommodates Assumptions	134
Three Steps for Managing Assumptions	135
Making Fine Point Distinctions	139
Key Points Review	141
Application Step #3	142
Chapter 8: Question #4—How Do We Get There?	143
The Ancient Project that Saved the World	144
Chunking 101	144
Organizing Inputs: Nitty Gritty Project Planning	147
Clarify Resource Requirements	150
Make Responsibility Clear to All	151
Applying Schmidt’s Law of Planning Density	155
Defining the Next Action Step	159
Key Points Review	160
Application Step #4	161

PART THREE:

Putting The Concepts Into Action

Chapter 9: Managing the Strategic Action Cycle	165
Taking a “Cycle-Logical” Approach	165
Three Types of Assessment	167
Type One Assessment: Project Monitoring	169
Type Two Assessment: Project Status Review	171
Type Three Assessment: Project Evaluation	172
Celebrating Success	176
LogFrame Limitations and Best Practices	176
Key Points Review	178
Chapter 10: Managing the People Dynamics	179
The Heart and Soul of Projects	179
Engaging Your Key Stakeholders	180
Building Your Own Dream Team	183
Creating Shared Norms for High Performance	187
Sharpening Your Emotional Intelligence	189
Techniques for Increasing Your Emotional Intelligence	190
Key Points Review	193

Chapter 11: Applying These Ideas In Your World	195
Exploring a Dozen Dynamic Directions	195
Terry's Tips for Doing the Project RAP (Rapid Action Planning)	198
Facilitating by Yourself	201
Taking Strategic Action Now	202
Appendix: Reference Tools and Resources	205
Blank Logical Framework Grid	206
Logical Framework Quality Checklist	208
Logical Framework Application Case Studies	211
Ongoing Support and Services	237
<i>Glossary and Usage of Terms</i>	241
<i>About the Author</i>	243
<i>Index</i>	245