Bridge the “Implementation Gap”

The Problem:
- Difficult to translate strategy into results
- PM & SP both fall short

The Solution:
- Plan smart and early
- Use the right tools and robust approach
A review of most failed project problems indicates that the disasters were well-planned to happen from the start.

The seeds of problems are laid down early. Initial planning is the most vital part of a project.

NASA Rule #15
Source: 100 Rules for NASA Project Managers
terry@managementpro.com

A better faster smarter way......

Logical Framework Approach!

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John Wiley © 2009
Reactions Vary!!

About Terry Schmidt

- Consultant to leading organizations in 36 countries
- Founder of ManagementPro & Strategic Planning Academy
- 7 books on strategy, project mgt, career planning
- BS in Aerospace Engineering from U of Wash, MBA from Harvard
- Trained 25,000 people in exec programs, UCLA & MIT
- Husband, father, lover of dogs, life-long learner
What is the Logical Framework Approach?

- A systems thinking tool to plan, implement, and evaluate
- A simple framework to turn strategy/goals into actionable projects
- A common language to plan and communicate
- Best practice to get project teams moving faster

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<th>Objective</th>
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<td>Nice</td>
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ASP National Conference - Atlanta, GA April 22-24, 2013
Content TakeAways

Discover how to:

- Use “If-Then” causal logic to align projects with broader strategy
- Answer the Four Critical Strategic Questions that produce bullet-proof plans
- Apply the Logical Framework Approach

Management Lessons from the Movies
If we build it....Strategic Hypothesis

* Hypothesis = Educated Guess

WHY
Save the farm!

Why
They Will Come

What
Build it (baseball field)

How
Cut corn, plow field, etc.

A Major Missing Concept:

THEN

IF

* Hypothesis = Educated Guess

If-Then causal logic helps to...

- Clarify the mental models behind our thinking
- Design projects which connect activities to deliverables to business results
Logical Framework Quick Start

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How did the Logical Framework originate?

- In 1967 Congress asked USAID “What are the benefits of foreign aid projects?”
- No easy way to answer - lack of coherent system to plan/implement/evaluate Objectives
- Consulting firm (PCI) developed the “LogFrame” in response
A Practical Strategic Project Management Tool

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- Helps design sound projects
- Organizes answers to 4 questions
- 4x4 matrix
- 4 rows, 4 columns
- Flexible application
- 3 “directional” Logics
  - Vertical
  - Horizontal
  - Zigzag

What makes the LogFrame Unique?

- Integrates key concepts from strategic planning, project management and scientific method
- Guides and forces you to address key issues often overlooked
- Makes it easier to communicate the big picture
- Helps teams design better projects faster and achieve goals sooner
- Simple, scalable, flexible, rippable
How is the Logical Framework Strategic?

*Integrates 5 Proven Management Perspectives*

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<tr>
<td><strong>Purpose</strong></td>
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<tr>
<td>What?</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Inputs</strong></td>
<td><strong>How?</strong></td>
<td><strong>Who?</strong></td>
<td><strong>When?</strong></td>
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Logical Framework Integrates Multiple Perspectives

- **Systems Thinking** - a project is part of a larger system which we must clarify and link to.
- **Management by Objectives** - projects have multiple objectives which must be measurable and verifiable.
- **Scientific Method** - a project strategy can be organized as if-then hypotheses or “educated guesses”.
- **Project Management** - project work plans need clear deliverables, actions, budgets, schedules, and roles.
- **Team building** - actively engaging the key players in up-front planning creates buy-in and stay-in.
Predictors of Implementation Problems

1. Fuzzy Objectives
2. Missing Measures
3. Strategy Disconnects
4. Untested Assumptions
5. Premature Task Focus
6. No Common Language
7. Limited Stakeholder Involvement

Answers to Questions Populate the Logical Framework Grid

1. What are we trying to accomplish and why?
2. How will we measure success?
3. What other conditions must exist?
4. How do we get there?
Question #1

1. What are We Trying to Accomplish and Why?

Answer: Objectives!

- Project have multiple objectives
- We must organize then with if-then logic
- Use Precise terms to define each level

Key Definitions

- **Goal** = *WHY* - Big picture context/benefit
- **Purpose** = *Why* - Change expected
- **Outcomes** = *What* - Deliverables
- **Inputs** = *How* - Tasks & resources

“If Inputs, then Outcomes
If Outcomes, then Purpose
If Purpose, then Goal”
Simple Strategic Hypothesis

“If Inputs, then Outcomes
If Outcomes, then Purpose
If Purpose, then Goal”

Why SMART goals aren’t enough!
Missing an essential concept
Significance of Each Level

- **Goal** - Aiming point of this or several project purposes
- **Purpose** - Change expected after Outcomes
- **Outcomes** - Deliverables and functioning processes
- **Inputs** - Activities and resources
Strategic Question #2

2. How Will We Measure Success?

Answer: Develop Clear Success Measures
### What Success Measures Do

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**Answer: Success Measures**

- Help clarify what the Objectives really mean at each level
- Define the conditions that indicate Objectives are achieved
- Include Quantity, Quality, Time, Cost, and Customer elements
- Success Measures need Verifications - which "measure the measure"

### Strategic Question #3

**3. What Other Conditions Must Exist? What must be true?**

**Answer: Valid Assumptions**

- Assumptions - factors needed for success which may be beyond our control
- Always present, whether defined or not
- Define and test assumptions to reduce risk
Why Projects Fail:
What is #1 Reason Projects Fail?

---

Going to MARS

Bad math added up to doomed Mars craft

By Paul Hossten
USA TODAY

The craft was intended to deliver a small lander to Mars
and return data to Earth. But it never arrived. NASA
announced the lost craft on Wednesday.

The spacecraft, called Phoenix, was supposed to
reach Mars in June. It was designed to study the
soil and water on the planet. But it never made it.

The problem was in the math used to calculate
the trajectory. NASA had to adjust the course of
the spacecraft to make sure it got close enough
to Mars. But the calculations were incorrect.

The spacecraft also had a problem with its
cooling system. It was unable to keep the
equipment from overheating.

NASA is still trying to figure out what went
terribly wrong. The agency says it will try
to recover some of the data.

---

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Terry@ManagementPro.com
Feeding E.T.

Every Plan Rests on Assumptions:

<table>
<thead>
<tr>
<th>Assumptions</th>
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<tbody>
<tr>
<td>They always exist, whether we define them or not</td>
</tr>
<tr>
<td>These can include:</td>
</tr>
<tr>
<td>➢ Dependencies and interfaces</td>
</tr>
<tr>
<td>➢ Technology factors</td>
</tr>
<tr>
<td>➢ Competitor dynamics</td>
</tr>
<tr>
<td>➢ Contributions of other projects and people</td>
</tr>
<tr>
<td>➢ Resource and coordination issues</td>
</tr>
<tr>
<td>➢ Other conditions you cannot affect</td>
</tr>
<tr>
<td>Differing degrees of influence</td>
</tr>
<tr>
<td>➢ monitor</td>
</tr>
<tr>
<td>➢ influence</td>
</tr>
<tr>
<td>➢ Can control - if</td>
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</tbody>
</table>

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Strategic Question #4

4. How do we get there?

- Detailed action planning
- Tasks, budgets, schedules
- Software useful here!

Question #4: How Do We Get There?

<table>
<thead>
<tr>
<th>Inputs</th>
<th>HOW?</th>
<th>WHO?</th>
<th>WHEN?</th>
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</table>

- Align input tasks with Outcomes

**OUTCOMES**

1. System Developed
   - 2. 
   - 2.1
   - 2.2

**INPUTS**

1.1 Determine requirements
1.2 Write specifications
1.3 Perform design tasks

<table>
<thead>
<tr>
<th>When</th>
<th>Cost</th>
<th>Who</th>
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<tbody>
<tr>
<td>SCHEDULE</td>
<td>RESOURCES</td>
<td>RESPONSIBILITY</td>
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Projects Are Testable Strategic Hypotheses

THE IMPLEMENTATION EQUATION=
If Inputs plus Assumptions, Then Outcomes
If Outcomes plus Assumptions, Then Purpose
If Purpose plus Assumptions, Then Goal

- Integrates vertical, horizontal, and zig-zag logic
- Expands simple If-then logic to include assumptions
- Constitutes a testable strategic hypothesis

Key concepts Summary

1. **If-then thinking** - links Objectives into strategic hypotheses
2. **Implementation Equation** -- use to test and improve execution logic & reduce gaps
3. **Four critical strategic questions** -- ensures strategic focus & lets diverse players collaborate
4. **Logical framework matrix** -- interactive, hands-on systems thinking template
5. **Multiple levels of Objectives** -- simple way to distinguish logical levels of impact & accountability
Application Tips

High Pay-off Times to Apply

- Sharpen the “fuzzy front-end”
- Launch new initiatives and projects
- Update and activate strategic plans
- Strengthen cross-functional teamwork
- Improve process and performance
- Whenever you need fresh, big-picture thinking
LogFrames Support the Strategic Process

Strategic Thinking & Planning

- Strategic Plan
- Portfolio Management
- SWOT analysis
- Problem analysis

Implementation

- Goal Setting
- Strategies/Initiatives

The logframe matrix

Project Planning

Reports

Some High Pay Off Applications

1. Develop or Update the Strategic Plan
2. Strengthen Teams Across Work Functions
3. Reinvent Your Department
4. Develop Information Technology Solutions and Algorithms
5. Design and Launch Marketing or Sales Initiatives
6. Take a High Level First Cut
7. Develop Recommendations and make Decisions
8. Improve Critical Processes
9. Handle “Emergent Issues”
10. Unstick Stuck Stuff
11. Structure Project Evaluations
12. Organize Learning and Development
13. Adjunct for Outside-the-Box Projects
Some Ways to Get Started

On Your Own
1. Use the Four Strategic Questions!
2. Develop LogFrames and share internally
3. “Rip” elements to improve other tools/processes

With Consultant Support
1. Identify key issues, initiatives and stakeholders
2. Conduct RAP workshop - Rapid Action Planning - for cluster of teams
3. Integrate with larger corporate management process

Key concepts Summary

- If-then logic and causal thinking
- Levels of Objectives - and definitions
- Four critical strategic questions
- Vertical, horizontal, and zig-zag thinking
- The Implementation Equation
- The Logical Framework matrix
Resources to Learn More

✓ Free videos at bit.ly/strategicsuperpowers

✓ www.ManagementPro.com
  ➢ Click on “Articles & Resources”
  ➢ Then “Special Reports”

✓ Follow Terry on Twitter @StrategicTerry

Thank You!

Terry@ManagementPro.com