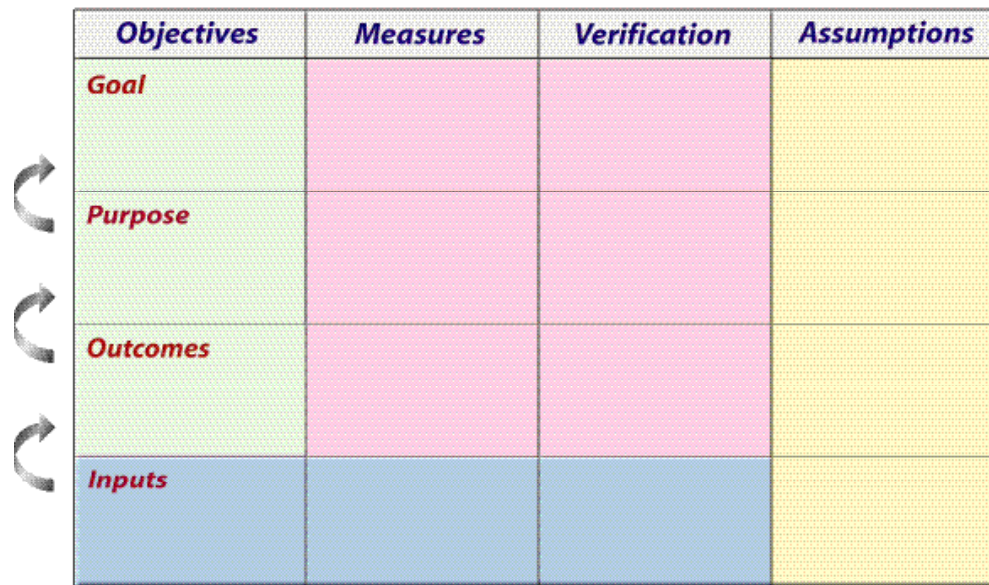






Project Plan for “*Field of Dreams*”

Based on the Logical Framework Approach to Strategic Project Management



Objectives	Measures	Verification	Assumptions
Goal			
Purpose			
Outcomes			
Inputs			

The “LogFrame,” a strategic and project planning and action tool, helps leaders and teams design sound projects by systematically answering the *Four Critical Strategic Questions*:

-  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?

Adapted from: *Strategic Project Management Made Simple: Practical Tools for Leaders and Teams*

(Wiley © 2009) by Terry Schmidt

The answers to these questions are embedded in the LogFrame cells, and the cells interact with each other in a dynamic fashion.

The LogFrame offers a flexible planning and execution framework that links project deliverables with strategic intent.

To learn more, review our 4-page Special Report “*Turn Strategy Into Action*,” free on our website.



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The Logical Framework for *Field of Dreams*

In the movie *Field of Dreams*, Kevin Costner's character contemplates building a baseball field in the middle of an Iowa cornfield and says to himself:

"If we build it, then they will come."

These words capture a strategic management principle that is both simple and profound: *If-then* thinking. If-then thinking offers a logical language that clarifies the thinking behind any project. Clarifying the strategic hypothesis occurs in answering critical strategic Question #1.

Question #1: What are we trying to accomplish and why?

This question helps distinguish project deliverables (Outcomes) from strategic intent (Purpose and Goal). Answering this question helps construct a logical hierarchy of Objectives using *If-then* logic. These *If-then* links form a "strategic hypothesis," the backbone of sound projects.

This logic appears in the first column of the LogFrame, which shows the project as a series of linked If-then Objectives.

Answers help build a strong execution foundation that links project deliverables (Outcomes) to strategic intent (Purpose and Goal). This perspective avoids the narrow project management focus on activities, budgets, and schedules (Inputs).

At the time, his farm was in foreclosure; so we can presume the higher Objective was "Save the farm." The refined strategic hypothesis becomes:

"If we build it, then they will come."

"If they come (and pay), then we can save the farm."

(The more concrete Goal of "save the farm" focused his project and contributed to a related Goal of reconnecting with his father through baseball.)

Questions #2: How will we measure success?

At each level in the hierarchy (Goal, Purpose, Outcomes), Costner identified success measures along with means of verification. Success measures ensure agreement on what Objectives mean and provide aiming points. Verifications define the source of data.

With a clear view of the cause-effect logic behind his intuition, Costner followed his instincts and then took action to make things happen to save the farm.

Question #3: What other conditions must exist?

This identifies necessary Assumptions that the project team could not control, but which are critical to success. This pinpoints risks and helps reduce problems in advance.

At project start, the only identified Outcome was a baseball park. The baseball park was necessary but not sufficient in itself to cause people to come.

This issue would have shown up as a project weakness during Assumptions analysis of Question #3. Question #3 reveals a critical Assumption – "people know about the baseball park," which is not a true statement. This identified the need for a second necessary Outcome – a successful marketing/publicity campaign. The marketing component could appear as a second Outcome on this one or have its own separate, yet related LogFrame.

Question #4: How do we get there?

At the project Input level, we identify tasks, along with necessary resources, responsibilities and schedule. This level constitutes conventional project management.

If Costner had done the upfront planning using a LogFrame, his project plan might have looked much like the example LogFrame provided here.

Remember this: Dreams are not always logical, but in lifes and in movies—dreams can come true, but only if you begin by being clear about the big picture Objectives which motivate the project.

Logical Framework for *Field of Dreams*

Objectives <small>Logical hierarchy of If-then Assumptions</small>	Success Measures <small>Conditions when Objectives are achieved</small>	How to Verify <small>Source of evidence to verify Measures</small>	Assumptions <small>Additional factors necessary for success</small>
<p>Then</p> <p>Goal: Save the farm</p>	<p>Measures of Goal Achievement:</p> <ol style="list-style-type: none"> 1. Pay bank the overdue mortgage note of \$100,000 by ____ (date). 	<ol style="list-style-type: none"> 1. Bank records. 	<p>Assumptions to reach Goal:</p> <ol style="list-style-type: none"> 1. Enough money can be earned in time to pay the bank. 2. 50% of ticket revenue goes to operating expense, rest to repay the bank.
<p>If</p> <p>Purpose: Players and fans (“they”) will come.</p>	<p>Purpose Measures:</p> <ol style="list-style-type: none"> 1. 12-15 pro-level players show up to play baseball. 2. 20,000 fans attend during season and pay \$10 each. 	<ol style="list-style-type: none"> 1. Count players, test skills. 2. Ticket sales records. 	<p>Assumptions to achieve Purpose:</p> <ol style="list-style-type: none"> 1. Players will “rise from the dead” and come to play. 2. Players play 20 home games during season (no revenue from away games.) 3. Can find opposing teams to play. 4. Adequate number of baseball-loving fans within 2 hours driving radius who will pay \$10 each to attend. 5. Potential fans are receptive to marketing.
<p>Then</p> <p>If</p> <p>Outcomes:</p> <ol style="list-style-type: none"> 1. Baseball stadium built. 2. Marketing program successful in convincing fans to come and 	<p>Outcomes Measures:</p> <ol style="list-style-type: none"> 1.1 Built to Major League Baseball standards by __ (date). 1.2 Seating for ____ fans, with parking and amenities. 2.1 Various marketing tasks under a larger marketing campaign umbrella, include radio broadcasts, word-of-mouth, mailings 2.2 Marketing targeted to all potential fans in a 50-mile radius, and begins two months before first game. 	<ol style="list-style-type: none"> 1.1 Physical inspection 1.2 Count seats, parking spaces, and amenities. 2.1 Results of each marketing thrust (# of radio listeners; buzz around town; etc.) 2.2 Review plans 	<p>Assumptions to achieve Outcomes:</p> <ol style="list-style-type: none"> 1. We are able to get permits. 2. Labor and materials available. 3. Weather doesn’t interfere with construction.

Logical Framework for *Field of Dreams*

Then

If

INPUTS: How team will produce Outcomes			Schedule (in days, weeks, months)										Assumptions for Activities	
ACTIVITIES	WHO	BUDGET												
OUTCOME #1. BASEBALL STADIUM BUILT														1. Can get sufficient funding to finance construction. 2. We are committed to make it happen.
1.1 Design the stadium.														
1.2 Cut the corn.														
1.3 Plow and level the field.														
1.4 Plant grass where needed.														
1.5 Install baseball diamond/field.														
1.6 Fence the field.														
1.7 Place bleachers where needed.														
1.8 Create concession stand area.														
OUTCOME#2. MARKETING PROGRAM SUCCESSFUL														
2.1 Develop overall strategy and materials.														
2.2 Run radio ads.														
2.3 Run newspaper ads.														
2.4 Use direct mail.														
2.5 Measure results based on tickets sold.														