

Logical Framework Project Plan:

Managing a Corporate Department (Vice President Position)

Logical Frameworks for Strategic Management

The Logical Framework is a dynamic thinking system that applies smart management principles and common sense logic to formulate winning strategies. The simple “If-then” logic can clearly communicate a unified strategy. Using the “LogFrame” matrix simplifies the planning and accelerates execution of critical/complex projects.

	Objectives	Success Measures	Verification	Assumptions
Goal				
Purpose				
Outcomes				
Inputs				

The Four Critical Strategic Questions

The LogFrame helps leaders and teams systematically answer and agree on these 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?

Addressing these simple yet powerful strategic questions helps to develop sound solutions to complex issues.

To learn more, please review our 4-page Special Report “Turn Strategy Into Action” free on our website; or see Terry Schmidt’s book *Strategic Project Management Made Simple: Practical Tool for Leaders and Teams* (Wiley, 2009).

Introduction to the Project

The greater our responsibilities and aspirations, the more we need to think, plan, and act strategically. Professionals of all types have found The Logical Framework to be a valuable tool for clarifying how to be more effective in their work.

This LogFrame maps out a strategy for managing a major corporate department consisting of three interrelated groups. (Thanks to Jim Whalen, DirecTV Vice President for permission to modify his LogFrame and share it with others).

The LogFrame shows the value-added by his management role (Purpose) and how that contributes to the corporate Goals. The set of Outcomes identify the key functions and processes requiring his active management, while the Assumptions identify risk factors to be managed. Proprietary details, along with specific measures and targets are excluded.

This LogFrame has been simplified and generalized to serve as a template which adapts to many management situations. Use the thought process here to get started in developing your own, then share it with your boss, colleagues, and direct reports. This is a powerful tool for organization alignment and smooth coordination of roles and responsibilities.

Logical Framework Project Plan: Managing a Corporate Department (Vice President)

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>Goal:</p> <p>Contribute to achievement of company goals.</p>	<p>Goal Measures:</p> <ol style="list-style-type: none"> 1. Reach revenue targets of \$X and Y% profit by __ (date). 2. Improve positive corporate image from ___% to ___% by (date). 3. Successful launch of new product line. 	<ol style="list-style-type: none"> 1. Finance reports 2. Focus groups 3. Sales records of each product launched. 	<p>Assumptions to reach Goal:</p> <ol style="list-style-type: none"> 1. Continuity in key positions— no unexpected turnover. 2. No major unexpected events or crisis occurs that would divert our resources and focus. 3. New product line is something consumers want/need.
<p>Purpose:</p> <p>Department is effectively and strategically managed.</p>	<p>Purpose Measures:</p> <ol style="list-style-type: none"> 1. All key purpose-level Measures in LogFrames are substantially achieved by the three teams in our Department. 2. Good team morale and cohesiveness within teams and across department. 3. Cross-functional coordination occurs smoothly through bi-monthly management meeting. 	<ol style="list-style-type: none"> 1. Review Log Frames quarterly. 2. Surveys by HR. 3. Meeting results and follow-up actions. 	<p>Assumptions to achieve Purpose:</p> <ol style="list-style-type: none"> 1. Leadership team and staff genuinely want to work together and take personal responsibility to make things work. 2. No personality, work flow, or process design issues reduce effectiveness.

Then



If

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Then



If

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>Outcomes:</p> <ol style="list-style-type: none"> 1. Key goals and organization initiatives translated into effective plans that support smooth execution. 2. Effective leadership role in working with key stakeholders within and outside company. 3. New core business processes put in place. 4. Annual budget developed and managed. 5. Department skill set upgraded to meet current and future needs. 6. Professional growth and development maintained. 7. Awards program established and implemented. 	<p>Outcomes Measures:</p> <ol style="list-style-type: none"> 1.1 LogFrames developed by 2/1 for all key initiatives. 1.2 All key Objectives in log frames are achieved. 2.1 Active in cross-functional efforts. 2.2 Active in professional and industry associations. 3.1 New business rules and procedures implemented by 3/15. 3.2 Relevant policies revised by 6/1 4.1 Budget developed beginning of year. 4.2 Perform Department objectives within budget. 5. All department members development have completed training and designed to increase their skill set during year. 6. Attend at least 5 days of seminars, workshops and professional events to keep abreast of industry trends. 7. Program developed; top performers appropriately recognized. 	<ol style="list-style-type: none"> 1.1 Review log frames as developed. 1.2 Quarterly and annual reviews of measures. 2.1 Peer review. 2.2 Attendance records. 3.1 Documentation. 3.2 Policy manual explaining rules and procedures. 4.1 Approved budget. 4.2 Review financial reports, perform cost analysis. 5.1 Review development reports and log frames. 6. List of events attended. 7. Review written document outlining program. 	<p>Assumptions to produce Outcomes:</p> <ol style="list-style-type: none"> 1.1 Resources available to fund initiatives. 1.2 Key initiatives have support of all players. 2. Good chemistry and collaboration. 3. New processes needed are supported by key parties and will be used. 4. No unanticipated projects occur causing us to exceed budget. 5.1 We can find or create appropriate training courses. 5.2 Funds available to support training. 6. Can make time available to attend. 7. Funds available to support awards.

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Then
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If

INPUTS: How I will produce Outcomes			Schedule												Assumptions for Activities
ACTIVITIES	WHO DOES?	RESOURCES	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	
1. KEY GOALS AND INITIATIVES TRANSLATED INTO EFFECTIVE PLANS.															
1.1 Interpret and evaluate emerging issues affecting company.															
1.2 Lead annual strategic planning process in partnership with management team.															
1.3 Conduct monthly department meetings.															
1.4 Attend annual Executive Retreat.															
1.5 Quarterly review of log frames															
2. LEADERSHIP ROLE PERFORMED WITHIN COMPANY AND OUTSIDE.															
2.1 Develop and maintain strong working relationships with key players.															
2.2 Maintain membership in industry associations and attend away major meetings.															
2.3 Follow up on issues concerning our department's responsibility to other stakeholders.															
3. NEW CORE BUSINESS PROCESSES PUT IN PLACE.															
3.1 Develop internal policies and procedures which provide guidance and direction.															
3.2 Develop new processes for top priorities.															
3.3 Create transition plan to move from current to new policies and procedures ones.															
3.4 Ensure key management systems and processes are developed and operating.															

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INPUTS: How I will produce Outcomes			Schedule * Credit daily log												Assumptions for Activities
ACTIVITIES	WHO DOES?	RESOURCES	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	
4. ANNUAL BUDGET DEVELOPED AND MANAGED.															
4.1 Identify budget required for departmental needs.															
4.2 Negotiate to obtain resources.															
4.3 Meet monthly with finance to review budget status.															
5. DEPARTMENT SKILL SET UPGRADED TO MEET CURRENT AND FUTURE NEEDS.															
5.1 Assess training needs for each employee.															
5.2 Develop individual training plans.															
5.3 Review requests for training with management team.															
5.4 Set up support structure to include rotate new employees and provide cross training.															
5.5 Meet one-on-one with each employee every 2 months.															
6. PROFESSIONAL GROWTH AND DEVELOPMENT MAINTAINED.															
6.1 Attend professional associations events when appropriate topics are being presented.															
6.2 Read books and articles specific to industry and to leadership in general.															
6.3 Attend UCLA Extension Technical Management Program															
7. AWARDS PROGRAM PROCEDURE ESTABLISHED.															
7.1 Meet with Focus Group, define award and criteria.															
7.2 Set up system for nominations															
7.3 Make selection.															