



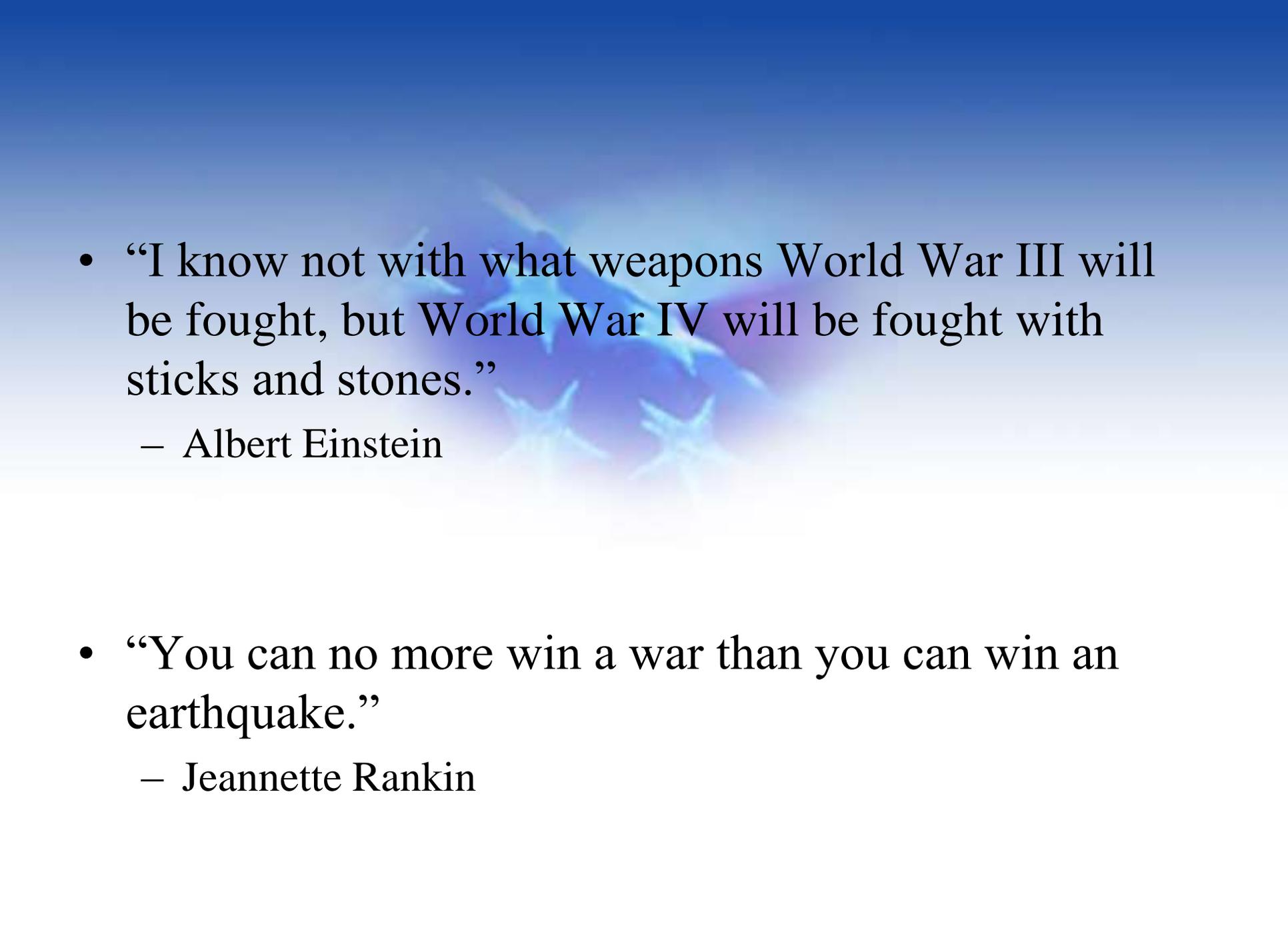
The Cuban Missile Crisis: In Extremis Project Management

**David S. Maurer, PMP, LTC, USA (Ret.)
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- “I know not with what weapons World War III will be fought, but World War IV will be fought with sticks and stones.”
 - Albert Einstein

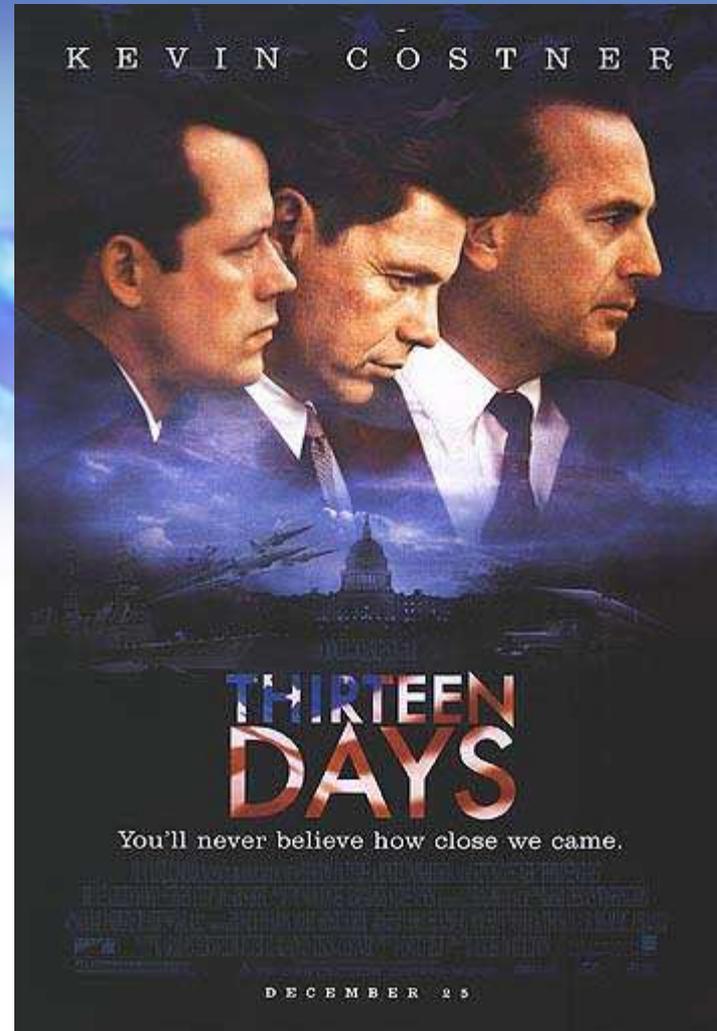
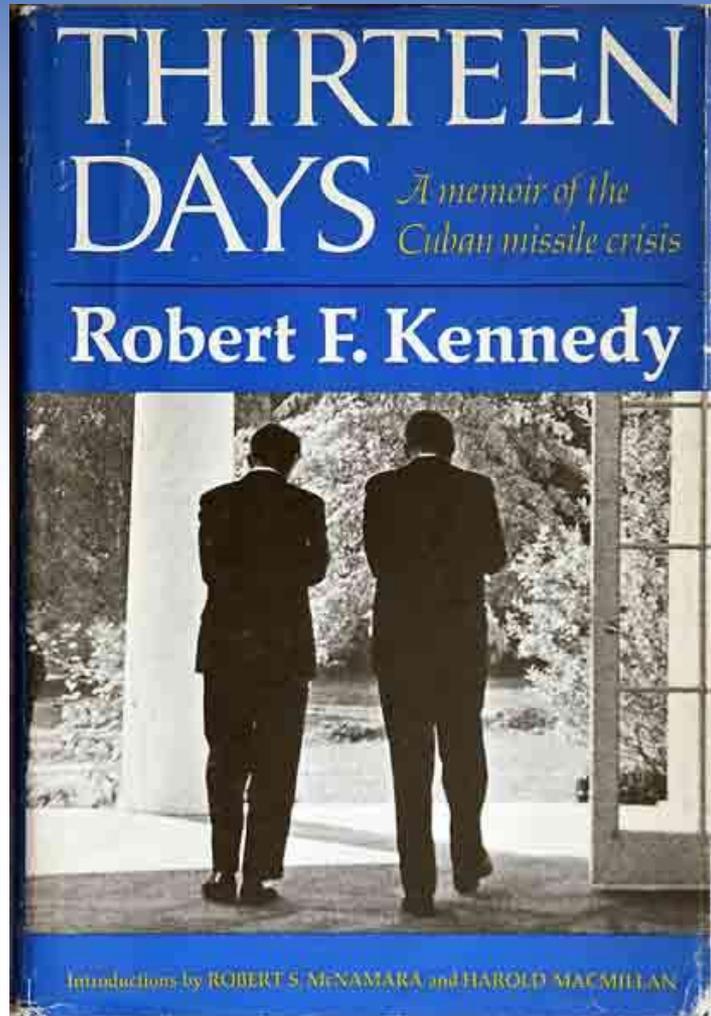
 - “You can no more win a war than you can win an earthquake.”
 - Jeannette Rankin

Tonight...

- Situation
- Goals
- Unintended Consequences
- Leadership
- Relationships
- Negotiation
- Lessons Learned.

Crisis Background

- Cold War (1947-1991)
- Kennedy and Khrushchev
- Berlin Crisis (1961)
- Bay of Pigs (1961)
- Missile Gap



Cuba

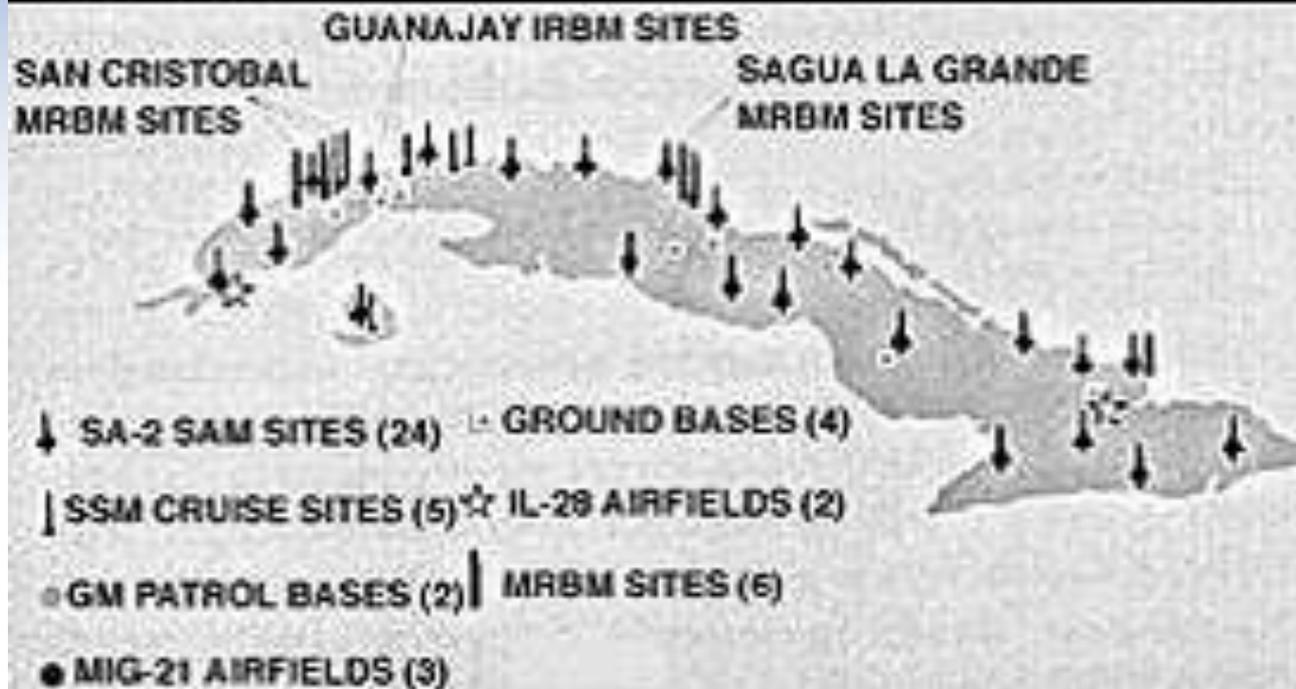


Cuba, October 1962

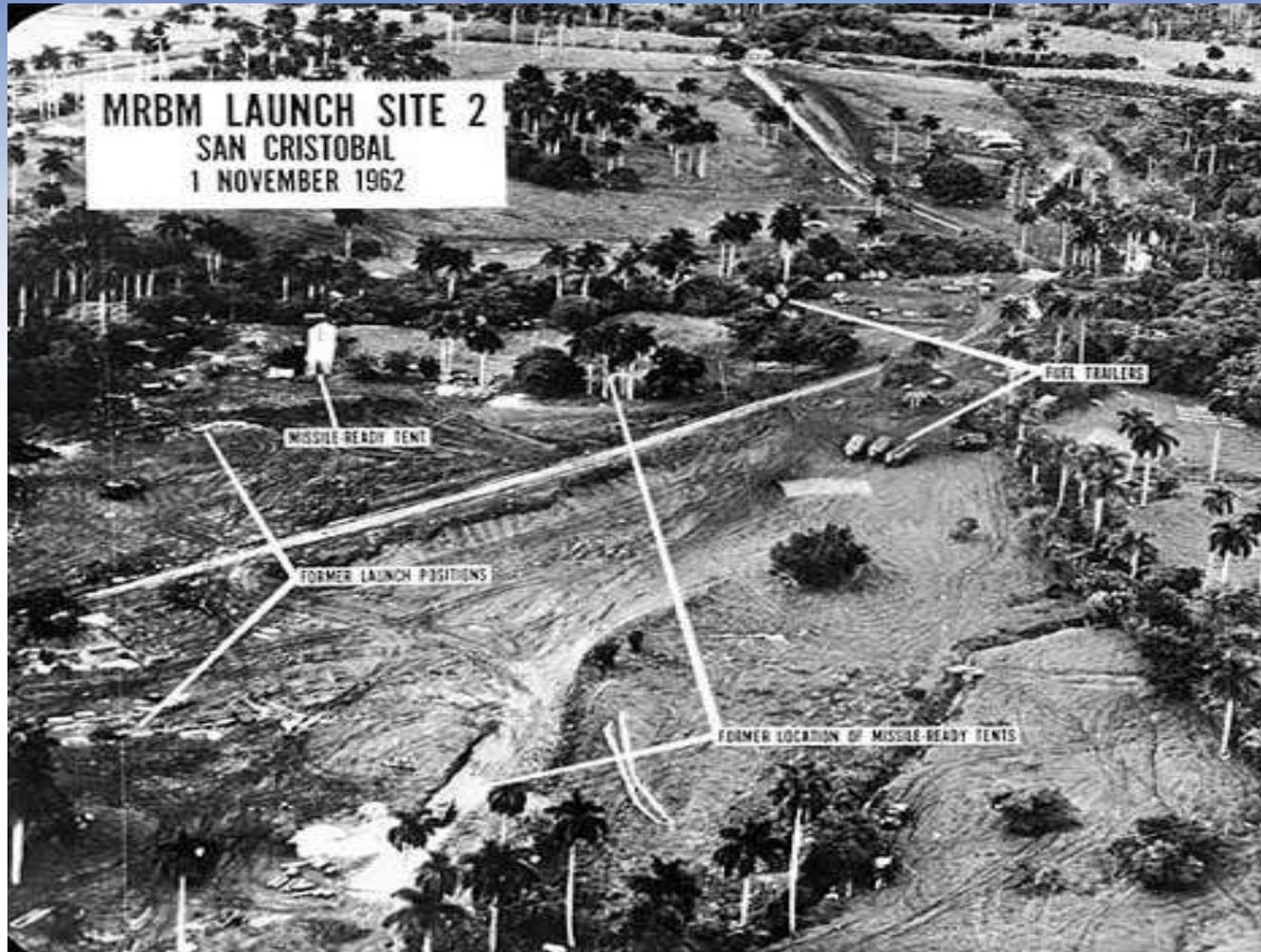


Cuba, October 1962

Soviet Missile Installations In Cuba



Launch Site in Cuba



A Project?

- A temporary endeavor undertaken to create a **unique** product or **service**.
Removal of new nuclear threat from this hemisphere
- Projects are different from other ongoing operations in an organization, because unlike operations, projects have **a definite beginning and an end** - they have a **limited duration**.
- *October 16 – October 28, 1962 – 13 days*
- Projects are **critical to the realization of performing organization's business strategy** because projects are a **means** by which the strategy of the company is implemented.
- *National strategy being played out; defense of homeland and allies*
- Projects also involve **one or more elements that have not been done in the past**, and are therefore unique. A product or service may be unique even if the category to which it belongs is large.
- *Modern naval blockade; DEFCON 2...*

Key Elements of a Project

- Mission – avert nuclear war
 - *In Extremis Project Management*
- Organization (Project Team) - ExComm
- Process – meet, share info and insight and expertise, share opinions, discuss options, analyze risks, make recommendations
- People – ordinary people; not all in agreement

Who Was Who?

- **Project Sponsor:**
 - **President Kennedy**
- **Project Manager:**
 - **Attorney General Robert Kennedy**
- **Project Stakeholders:**
 - **The people of the US and the USSR and the entire world...**



The Project Charter

Permanent File Copy

THE WHITE HOUSE
WASHINGTON

October 22, 1962

NATIONAL SECURITY ACTION MEMORANDUM 196

TO: The Vice President
The Secretary of State
The Secretary of Defense
The Secretary of the Treasury
The Attorney General
The Chairman, Joint Chiefs of Staff
The Director of Central Intelligence

SUBJECT: Establishment of an Executive Committee
of the National Security Council

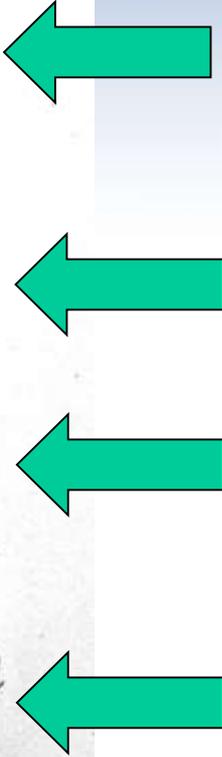
I hereby establish, for the purpose of effective conduct of the operations of the Executive Branch in the current crisis, an Executive Committee of the National Security Council. This committee will meet, until further notice, daily at 10:00 a.m. in the Cabinet Room. I shall act as Chairman of this committee, and its additional regular members will be as follows: the Vice President, the Secretary of State, the Secretary of Defense, the Secretary of the Treasury, the Attorney General, the Director of Central Intelligence, the Under Secretary of State, the Deputy Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Ambassador-at-Large, the Special Counsel, and the Special Assistant to the President for National Security Affairs.

The first meeting of this committee will be held at the regular hour on Tuesday, October 23rd, at which point further arrangements with respect to its management and operation will be decided.

cc:
The Under Secretary of State
The Deputy Secretary of Defense
The Ambassador-at-Large
The Special Counsel
The Special Assistant to the President
for National Security Affairs

bc:
Mr. O'Donnell
Mr. Salinger

[Signature]
CC: Mrs. Lincoln
Mr. Bundy (3)
Mr. Johnson
NSC Files



10 Knowledge Areas

- Integration
- Scope
- Time
- Cost
- Quality
- Human Resources
- Communication
- Risk
- Procurement
- Stakeholders



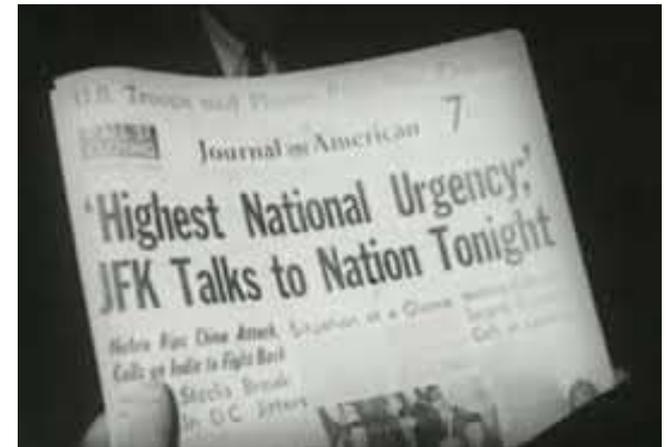
- Integration



- Scope



- Time



- Cost

DoD alone: \$183,259,048

In 2018 dollars = \$1.5B

- Quality



- HR



- Communication



- Risk



- Procurement



- Stakeholders



5 Process Groups

- Initiating
 - Planning
 - Executing
 - Monitoring and Controlling
 - Closing
- 

- Initiating



- Planning



- Executing



- Monitoring and Controlling



- Closing



Relationships

- What role did “relationship management” play in dealing with and later ending the crisis?
- What had happened *before* the crisis that impacted relationships?



- What were the lessons learned – or should have been?

The Cuban Missile Crisis

Lessons in Project Management

- Floating end state (time unknown)
- Success definition changed over time
 - Normalization of Deviance
- Crisis planning
- Milestone-driven process
- Branches and sequels
 - Unexpected problems (test launches, shoot downs, etc.)
- Stakeholders
- The PM Team (ExComm)

Negotiation



Part of the Project Manager's Tool Kit

Who Negotiates?

Couples

Families

Employees

Bosses

Project Managers

Teammates

Customers and Colleagues

Business and Government

Neighbors

Sales People

Lawyers

Nations

The Negotiation



Typical Method:

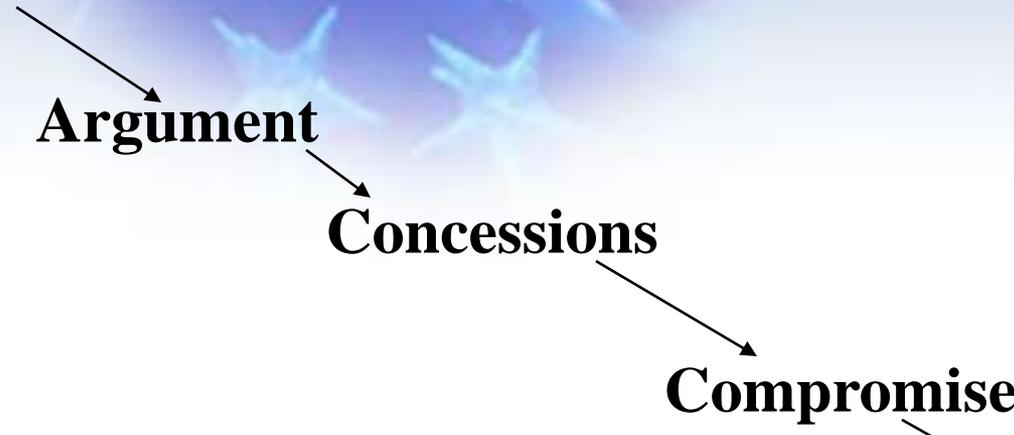
Position

Argument

Concessions

Compromise

Solution



**Does this method of negotiation produce a wise agreement
(meets the legitimate interests of each side, resolves conflicts fairly
and is durable)?**

Interest Based Negotiation

- ***The THEORY* – Interest-Based Negotiation**
 - Professors William Ury and Roger Fisher developed Interest-Based Negotiation – Seeking satisfaction, not victory.
- ***The TOOL* – The Negotiation Planning Structure**
 - Breaks down elements of complex negotiations into manageable components
 - Helps organize thinking – adds structure
 - Helps to better understand, prepare, conduct and evaluate negotiations of all types
 - Think like the “other” side
- ***The BOOK* – Getting to Yes. Negotiating Agreements without Giving In**

Why Negotiate?

- ❑ Buy-in

- ❑ Mutual Gain

- ❑ Achieve more together than separately

- ❑ Look for possible trade-offs

 - ❑ Exchange lower priorities for higher ones

Focus on Interests

POSITIONS

- Solutions to problems
- Specific and definite
- Basis for argument
- Requires justification
- *Ends discussion*

INTERESTS

- Why a particular solution is preferred
- Reasons underlying a position
- Reasons for a solution
- Requires explanation, not justification
- *Starts discussion*

- Pre-determined Outcome
 - NK: “I want the missiles to stay in Cuba”
 - JFK: “I want the missiles to leave Cuba”
- Underlying Need
 - NK: “I need to show strength in the region, restore balance, outgun a “weak” president
 - JFK: “I need to lead the Free World in peace while demonstrating strength”
- Goal (Success)
 - Easier to negotiate **needs** than individually pre-determined outcomes or move off positions (**10% vs. 90%**)



Unique Negotiations -
Who and Where?



Alexander Fomin



John Scali

The Occidental



Yenching Palace



If I Only Knew Then...

- **Negotiating (communicating) helps us identify**
 - What we know;
 - What we don't know; and...
 - What we *don't know* we don't know!
- Use *Discovery* and *Disclosure* to **close** the knowledge gap between individuals, teams and **governments!**

The Aftermath

Two Questions:

- **Did the Soviet Union achieve satisfaction?**
- **Did the United States achieve satisfaction?**
- In the introduction to *Thirteen Days*, Arthur Schlesinger, Jr. wrote how he didn't understand how dangerous the CMC was, or how close nuclear war was, until a conference in Havana in 1992. He wrote that "my belief when I went to Havana was that we had over-dramatized the danger." But during the conference, General Anatoly Gribkov talked about Soviet deployment and said that "in the event that the communications link with Moscow might be severed, **Soviet field commanders were authorized to use tactical nuclear weapons** against an American invasion." Schlesinger was sitting next to Robert McNamara (Secretary of Defense during the CMC) who "almost fell out of his chair" at this news.



Leadership Lessons

- The role of trust
- The importance of relationships
- The value of information – GOOD information
- The importance of listening to all input
- The process of planning/war-gamming
- The necessity to effectively and accurately communicate with all constituents
- The importance of thoughtful LEADERSHIP.



Thank You

Dmaurer@DaveMaurerConsulting.com