

## Fast, Good or Cheap\*

- balancing project deliverables to achieve business benefits

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### EXTRACT

It's lunch-time, and after four meetings you feel as if you've been in the office for a week! First you had your IT director sing the new mantra at you, 'More from Less!' and berate your project for its current manning levels. Then the update review with a group of stakeholders from Operations. They seem schizophrenic - first they whinge about delivery times and their worries about your project meeting their deadlines for their launch. Then, when in your defence, you point out that in the last project you met the timelines they set, their attack changes and gets more vitriolic. They accuse you of delivering a system which is near impossible to operate and claim that the project had to be finished off by them! One of them even accuses you of being cynical, making sure that you got your timeline-based bonus whilst leaving them with an inoperable system which needs a high level of support. One particularly vociferous person referred to it as a 'steaming pile!' Then there was the resource reallocation review meeting -

basically horse trading amongst the programme team without an agenda. And now your programme manager has just finished lecturing you on why it is so important for the quality of the project process to be upheld.

### So what is successful project delivery?

One view is that success is about delivering what the stakeholders want. The problem is that they all want different things, so keeping them happy simply pulls you in several directions at once, so perhaps we should give them what they need? Another is meeting time commitments. This view is so popular that many organisations use 'On-time delivery' as the basis for incentives and bonuses....