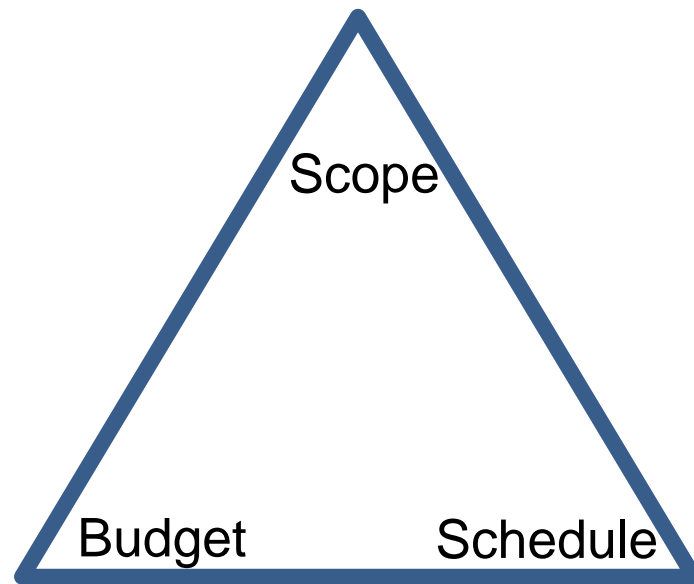




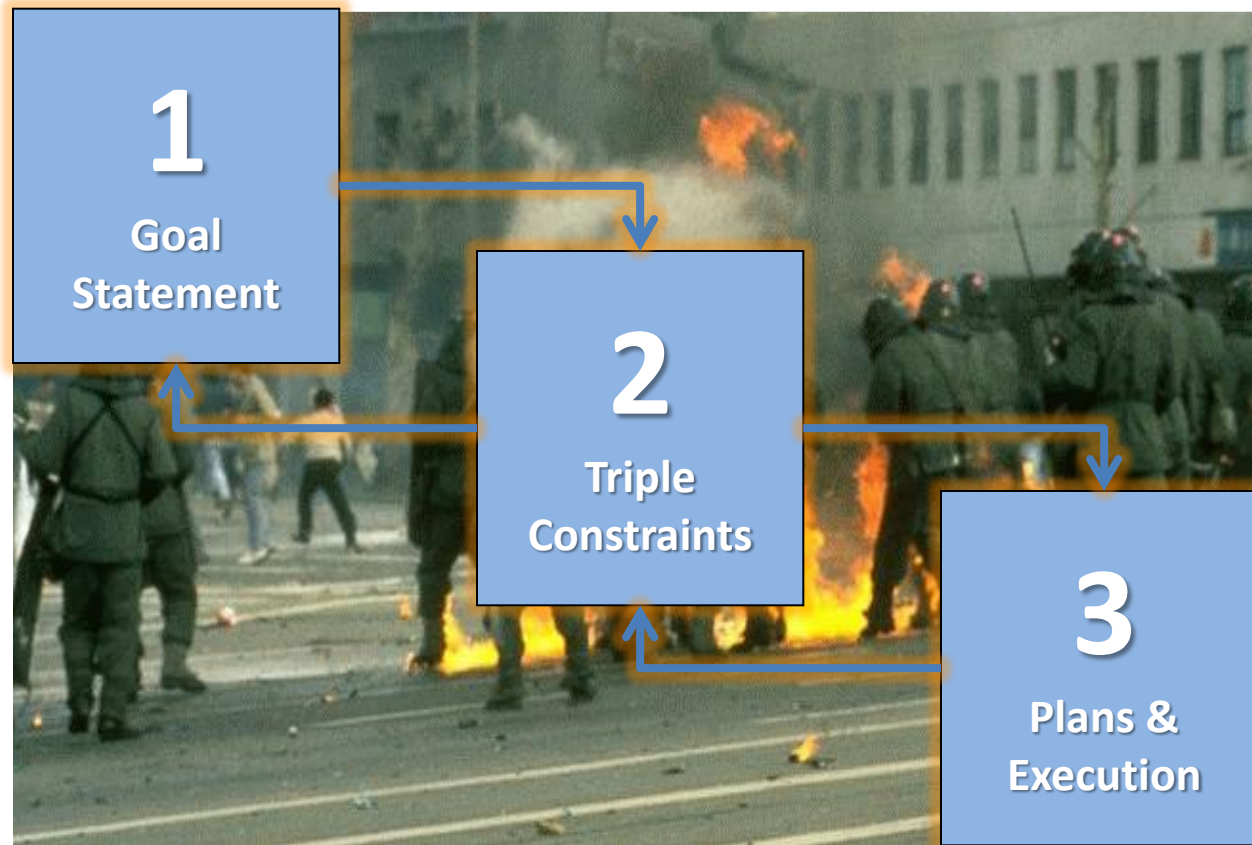
Beyond the Iron Triangle



Deploying Strategy



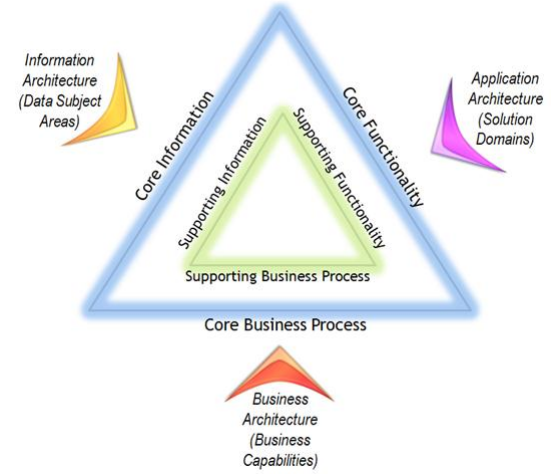
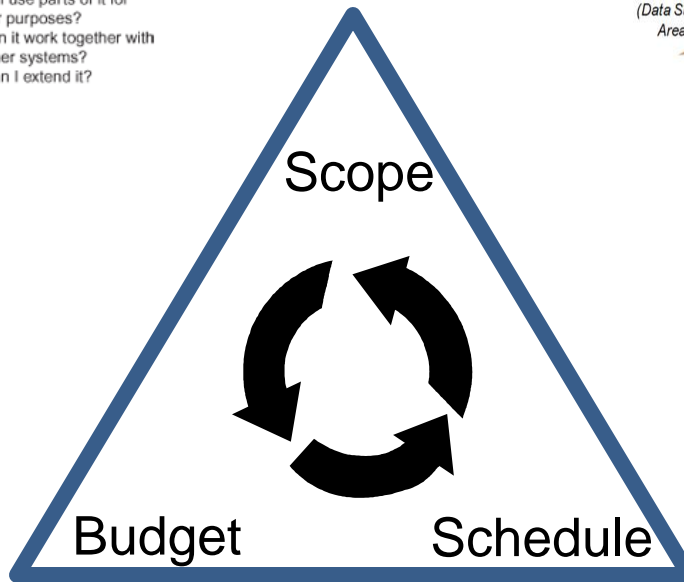
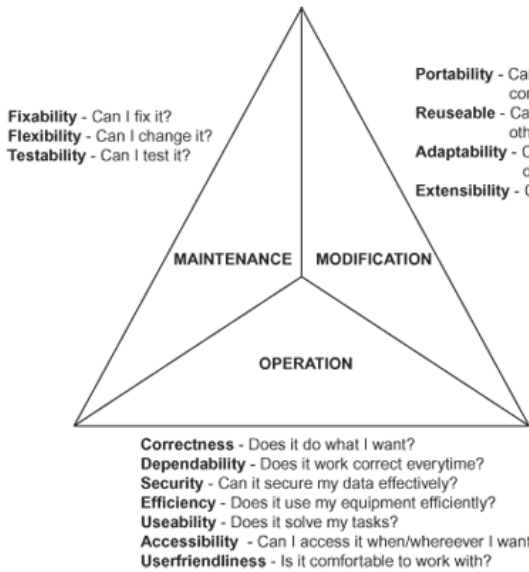
Introduction



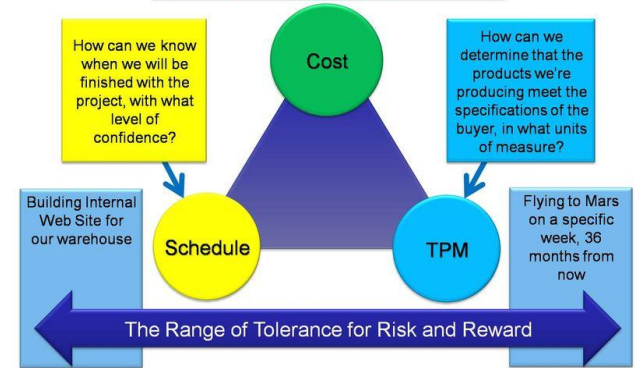
- **An intrinsic conflict**



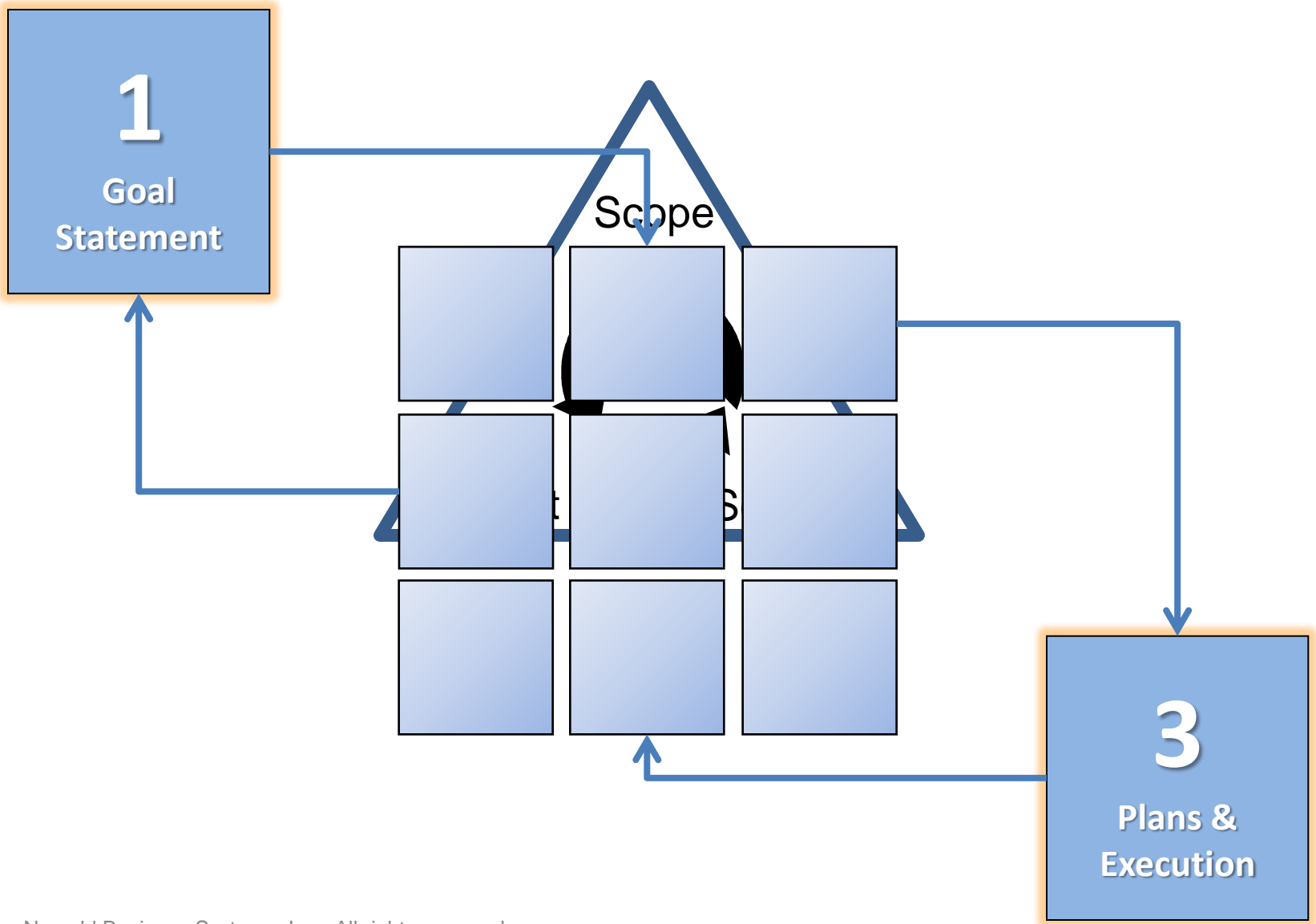
Triple Constraints



Can I know how much this project will cost when we are done, with what level of confidence?



- Presenting “Concepts”





Triple Constraints

	Maximize	Constrain	Accept	
Performance	X			
Cost			X	
Schedule		X		

- **The Rules of Engagement**



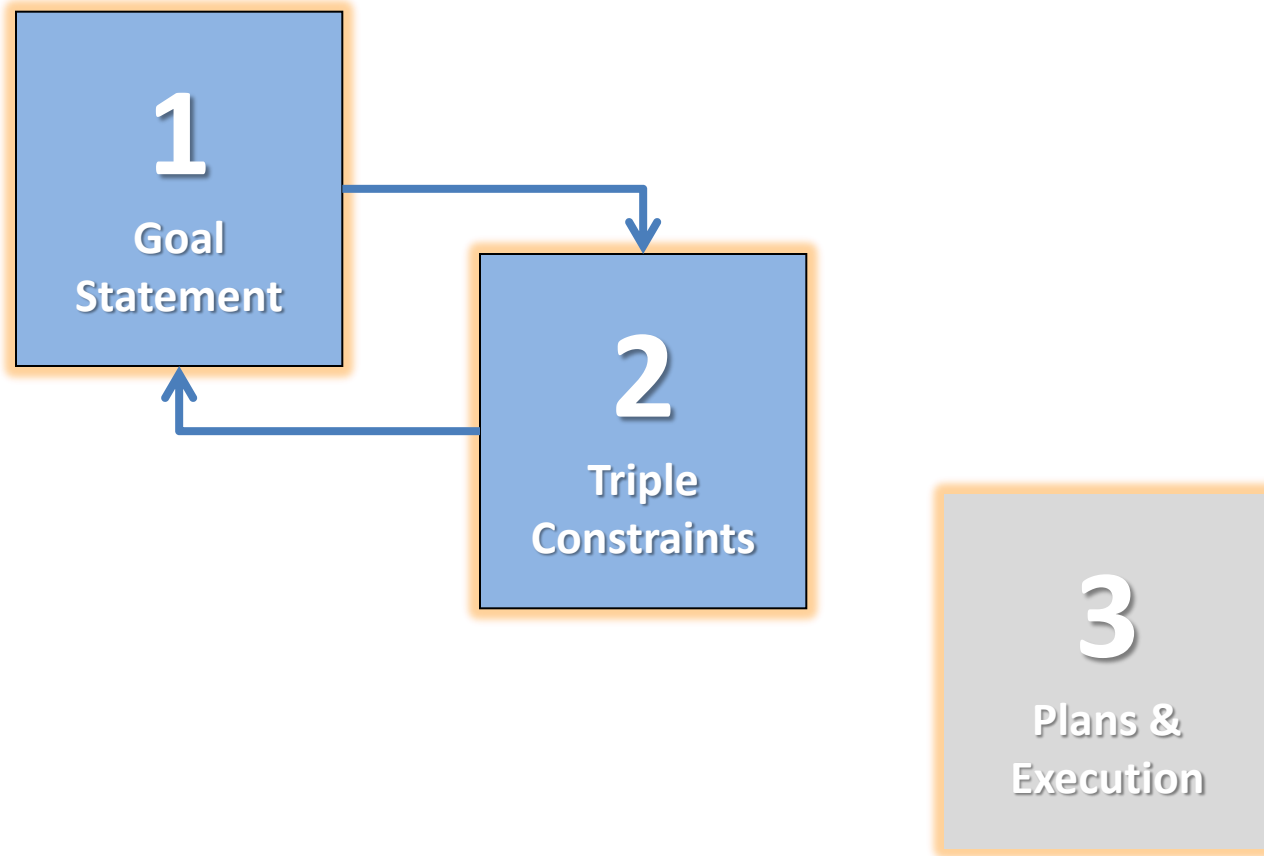
Triple Constraints

	Maximize	Constrain	Accept	
Performance	X	X	X	
Cost	X	X	X	
Schedule	X	X	X	

- **The Rules of Engagement**



Linking Goals to the Triple Constraints





Linking Goals to the Triple Constraints

- **Case Study: NASA**



“I believe that this nation should commit itself, to achieving the goal, before this decade is out, of landing a man on the Moon and returning him safely to the Earth.”

John F. Kennedy

May 25, 1961

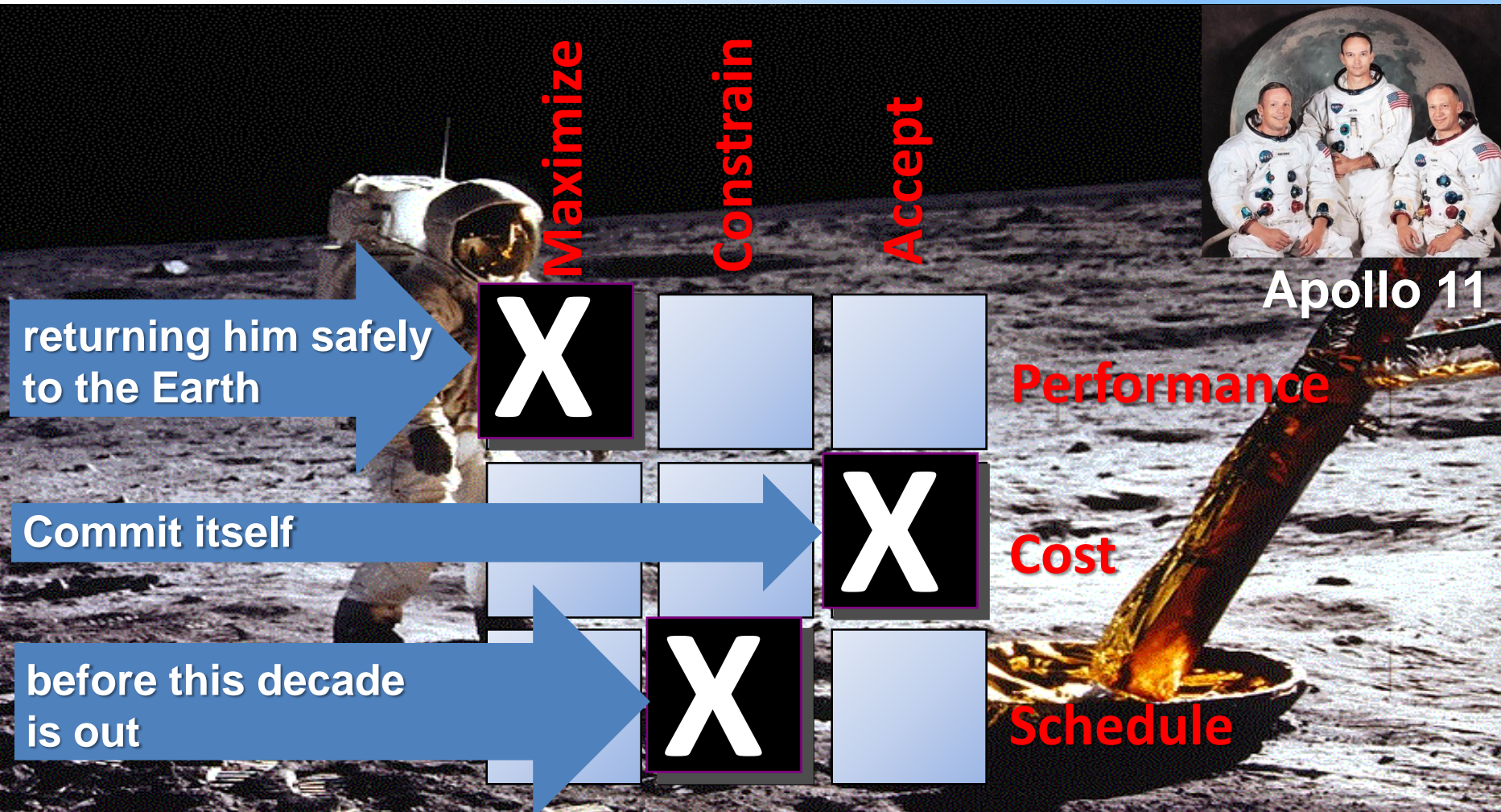
Cost: “...Commit itself...” (implied)

Schedule: “...before this decade is out...”

Performance: “...returning him safely to the Earth.”



Linking Goals to the Triple Constraints



• NASA The Rules of Engagement

Linking Goals to the Triple Constraints

Maximize

Constrain

Accept



Challenger
January 28, 1986
on schedule

Performance

Cost

Schedule



- NASA The Rules of Engagement

Linking Goals to the Triple Constraints

Space Shuttle Program Description and Status

Lyndon B. Johnson Space Center, NASA, Houston, TX;

This paper appears in:

[Communications, IEEE Transactions on \[legacy, pre - 1988\]](#)

Publication Date: Nov 1978, Volume: 26, Issue 1.1, Part 2

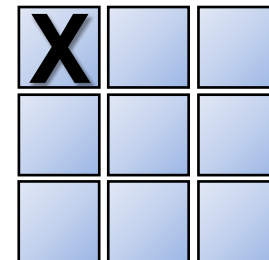
ISSN: 0096-2244, On page(s): 1484- 1493

Abstract:



~~Mission~~

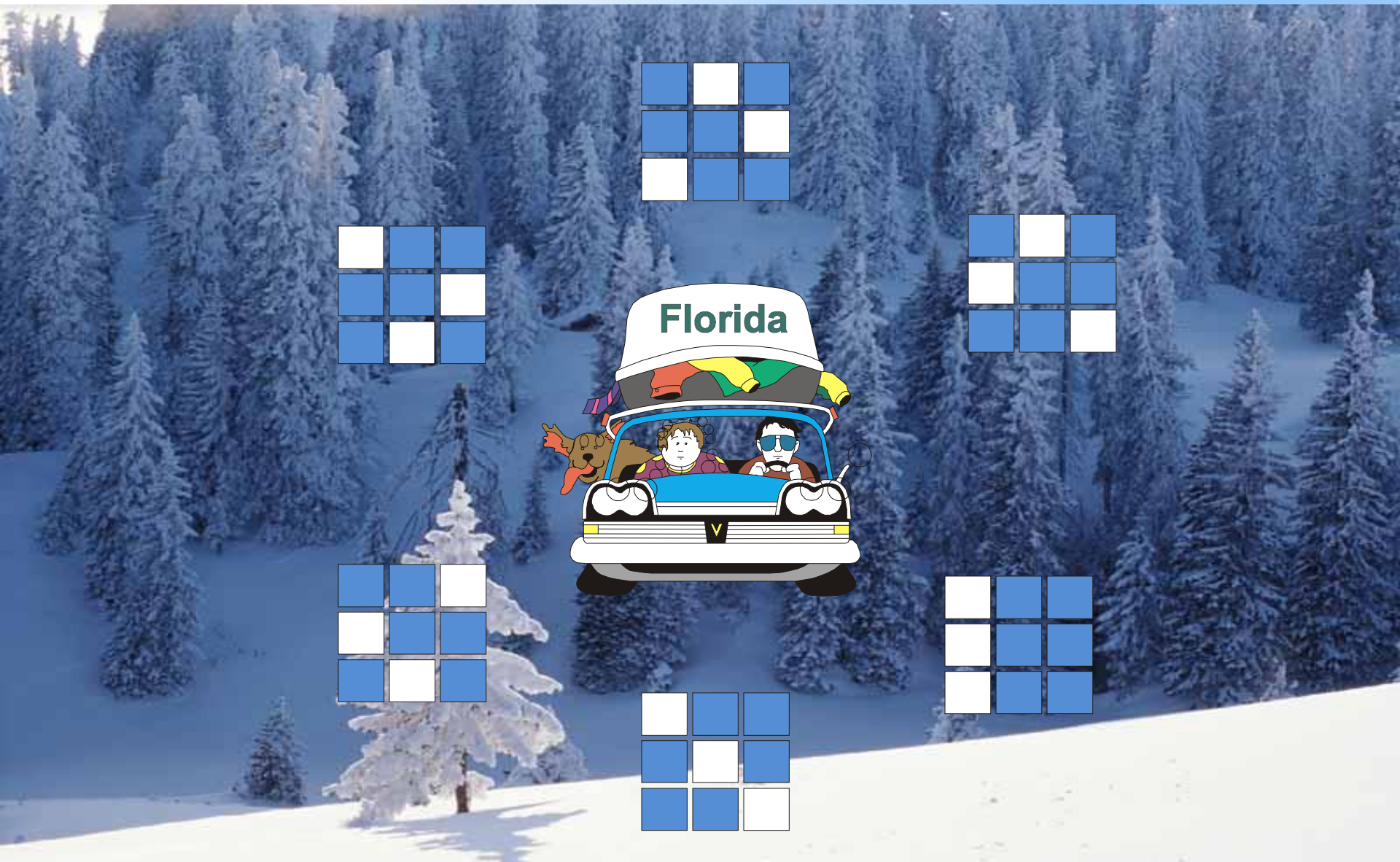
The Space Shuttle Program goal is to establish a national space transportation capability that will substantially reduce the cost of space operations and support a wide range of scientific, defense, and commercial uses.



- **NASA The Rules of Engagement**



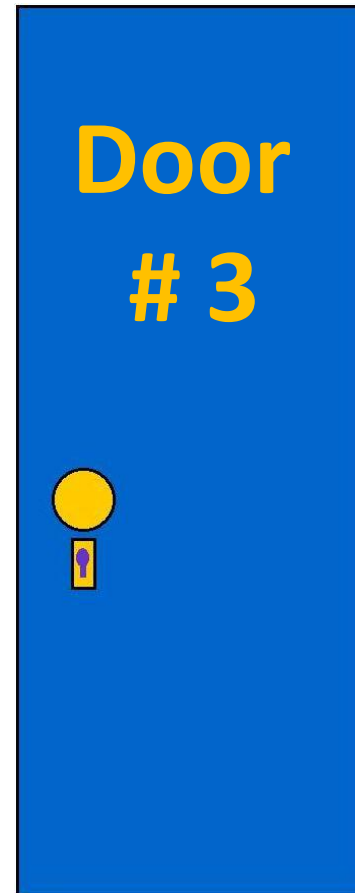
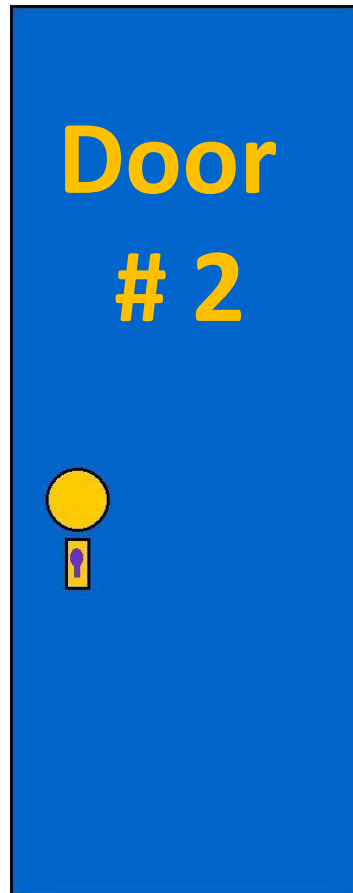
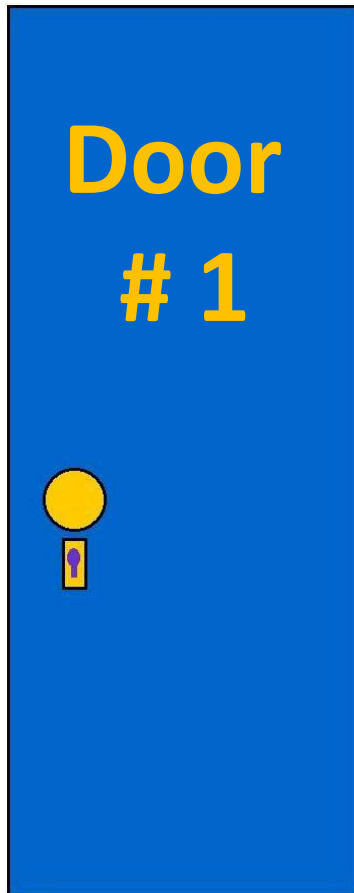
Linking Goals to the Triple Constraints





Linking Goals to the Triple Constraints

- **Vacation Package**



Linking Goals to the Triple Constraints

- **Vacation Package # 1:
Orlando Attractions**



Goal: To enjoy a family vacation that would provide everyone with memories that would last a lifetime, but would not put you in deep debt.

	Maximize	Constrain	Accept	
Memories that would last a lifetime	X			Performance
Not put you in deep debt		X		Cost
Assumed			X	Schedule

Linking Goals to the Triple Constraints

- **Vacation Package # 2:
Orlando Attractions**



Goal: To enjoy a family vacation that can begin on Friday, February 21, 2011 and be back home by 10:00 pm Sunday March 2, 2011.

	Maximize	Constrain	Accept	
Enjoy a family vacation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Performance
Assumed	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Cost
Begin 02/21/11 end 03/02/11	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Schedule

Linking Goals to the Triple Constraints

- **Vacation Package # 3:
Orlando Attractions**



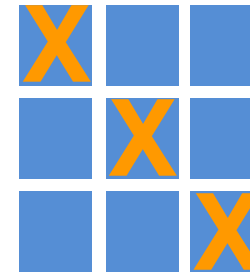
Goal: To take a short family vacation this Spring that will not exceed the saving set aside for vacation of \$2,420.00

	Maximize	Constrain	Accept	
Assumed	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Performance
Saving of \$2,420.00	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Cost
Short	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Schedule

Linking Goals to the Triple Constraints

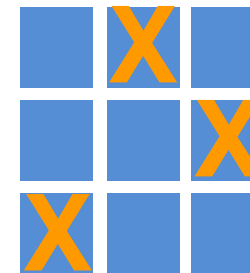
Door
1
Orlando

Memories that would last a lifetime
Not put you in deep debt
Assumed



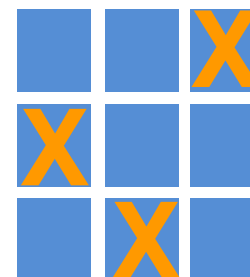
Door
2
Orlando

Enjoy a family vacation
Assumed
Begin 02/21/03 end 03/02/03



Door
3
Orlando

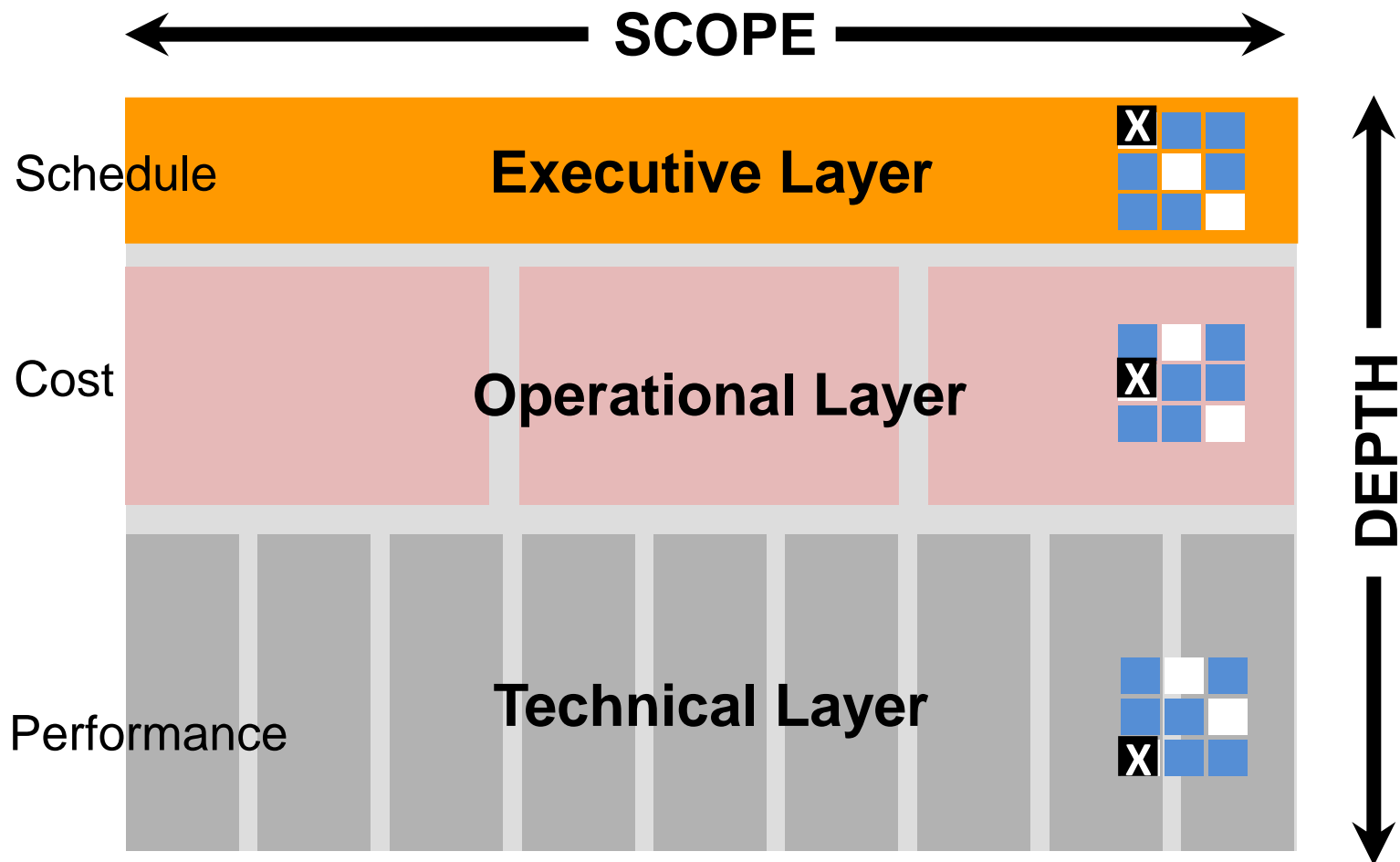
Assumed
Saving of \$2,420.00
Short



- **The Rules of Engagement**



Linking Goals to the Triple Constraints



- **Some Influencing Factors**



Linking Goals to the Triple Constraints

Mission

The Space Shuttle Program ~~goal~~ is to establish a national space transportation capability that will substantially reduce the cost of space operations and support a wide range of scientific, defense, and commercial uses.



Goal Setting Theory
Edwin Locke

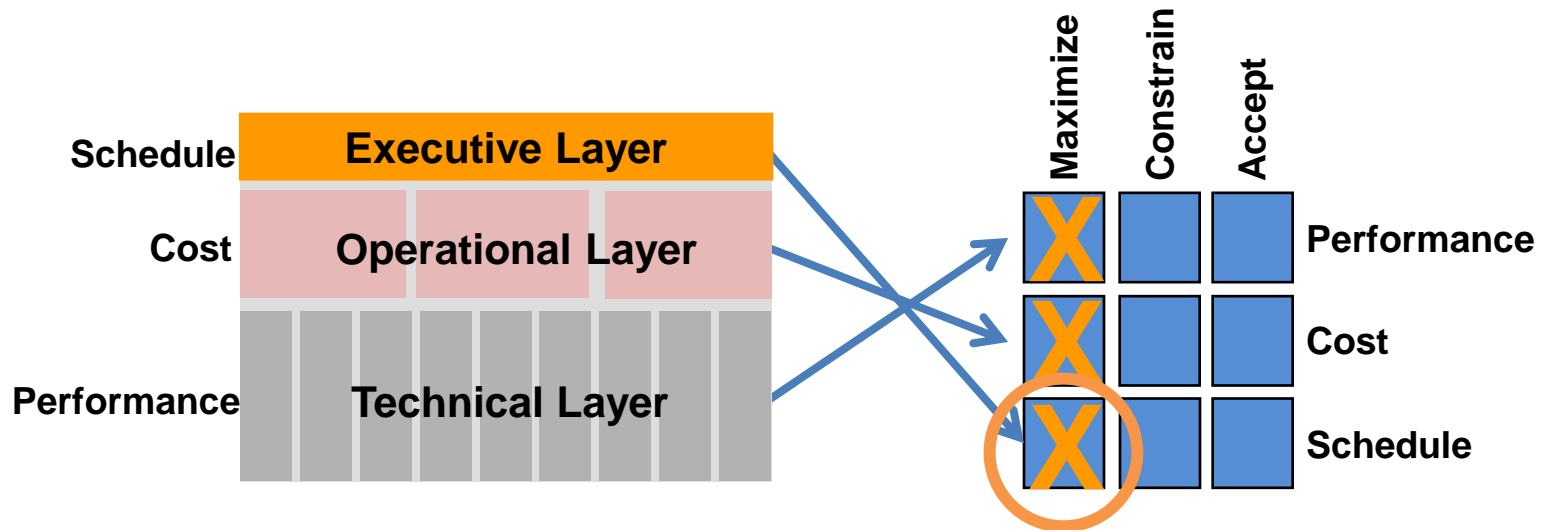
“...goals are mediated by our values, which determine what is beneficial for us.”

- **Some Influencing Factors**

Linking Goals to the Triple Constraints

~~Mission~~

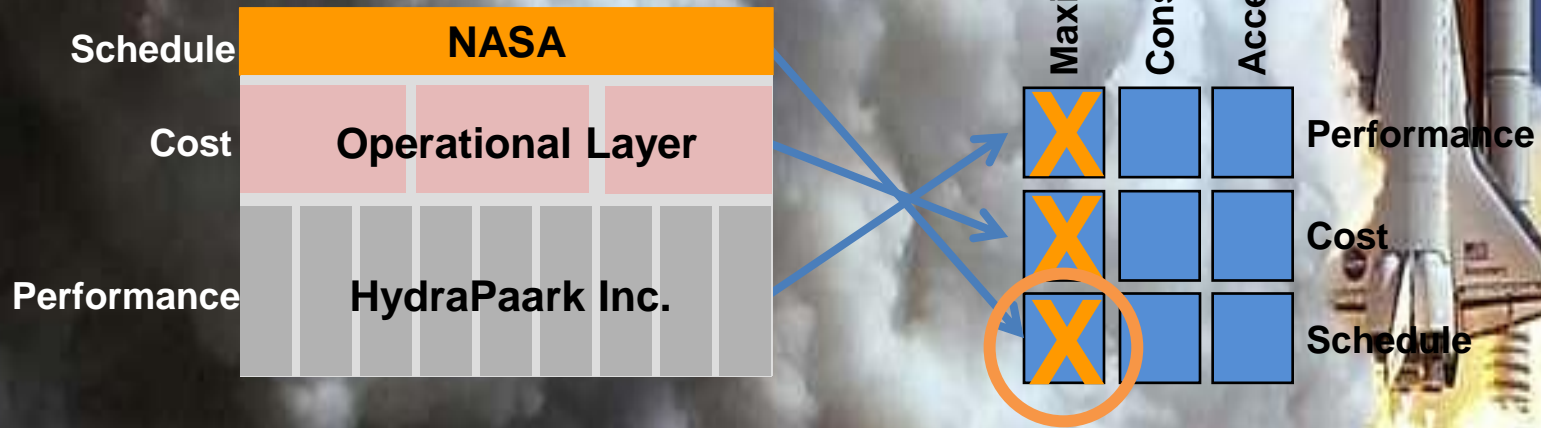
The Space Shuttle Program goal is to establish a national space transportation capability that will substantially reduce the cost of space operations and support a wide range of scientific, defense, and commercial uses.



- The Rules of Engagement

Linking Goals to the Triple Constraints

On time delivery

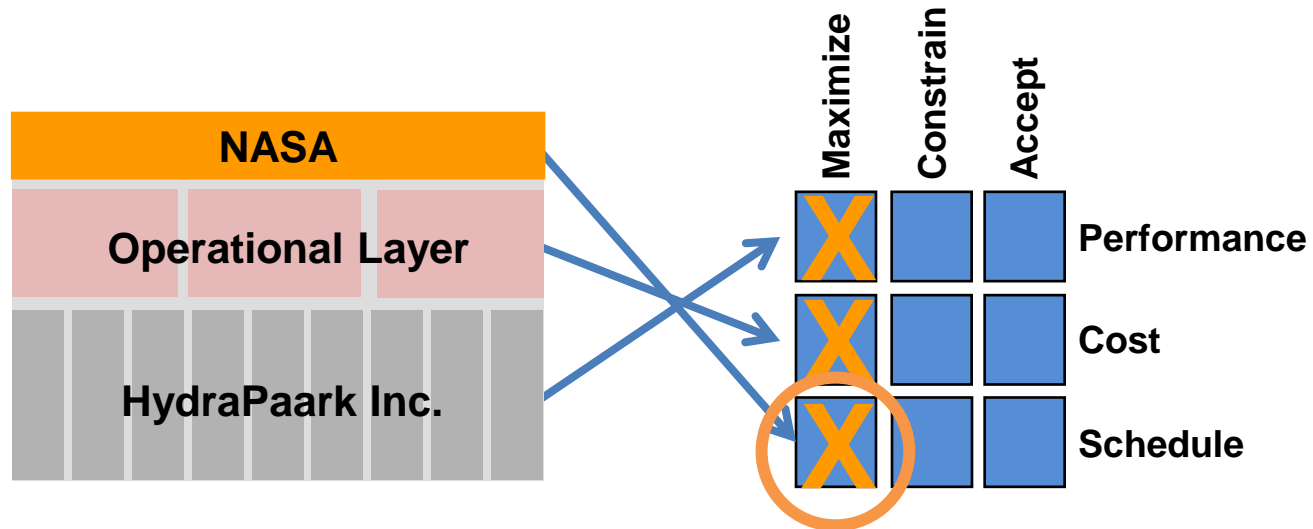


- The Rules of Engagement

Linking Goals to the Triple Constraints

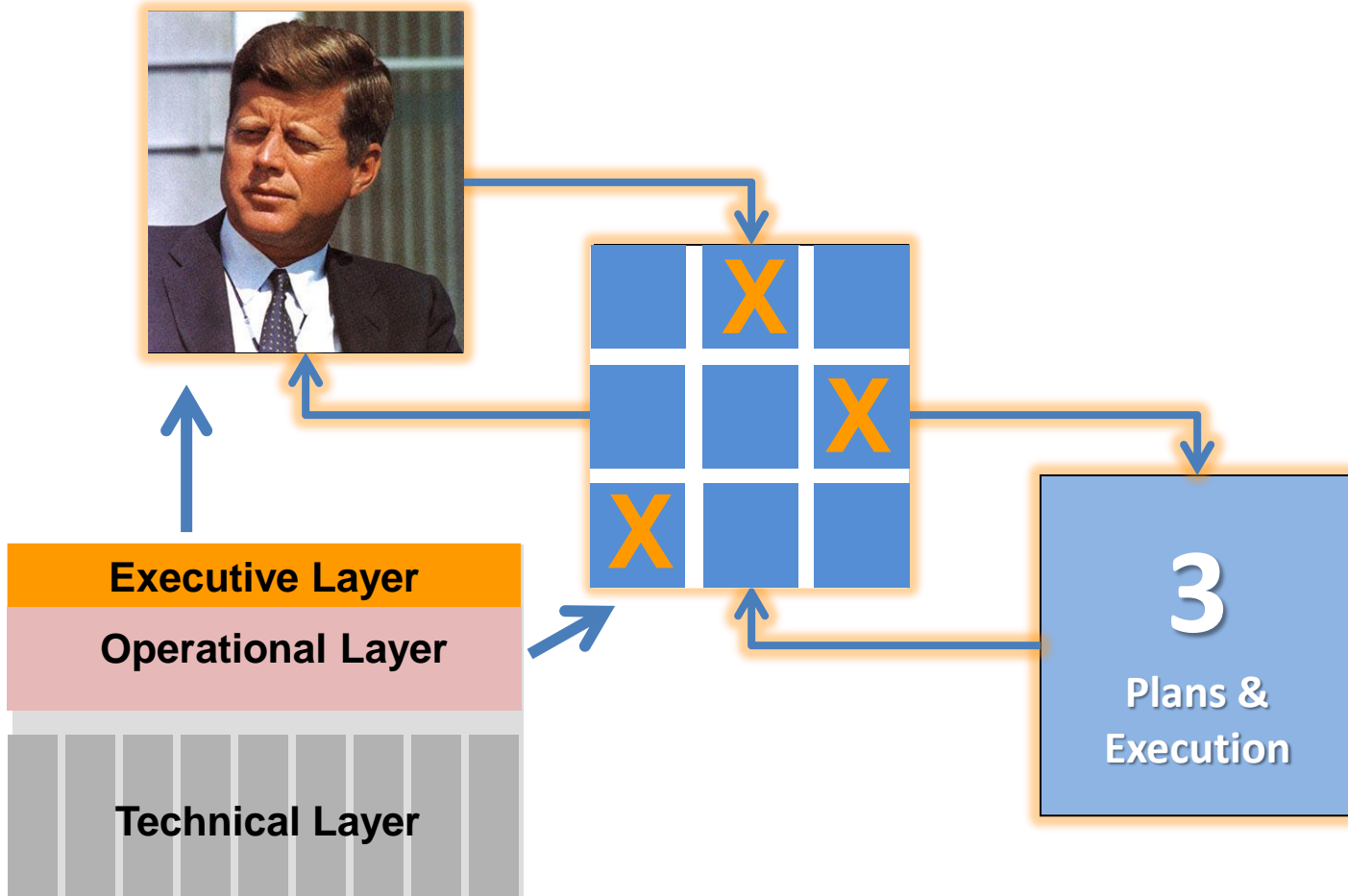
~~Mission~~

The Space Shuttle Program goal is to establish a national space transportation capability that will substantially reduce the cost of space operations and support a wide range of scientific, defense, and commercial uses.

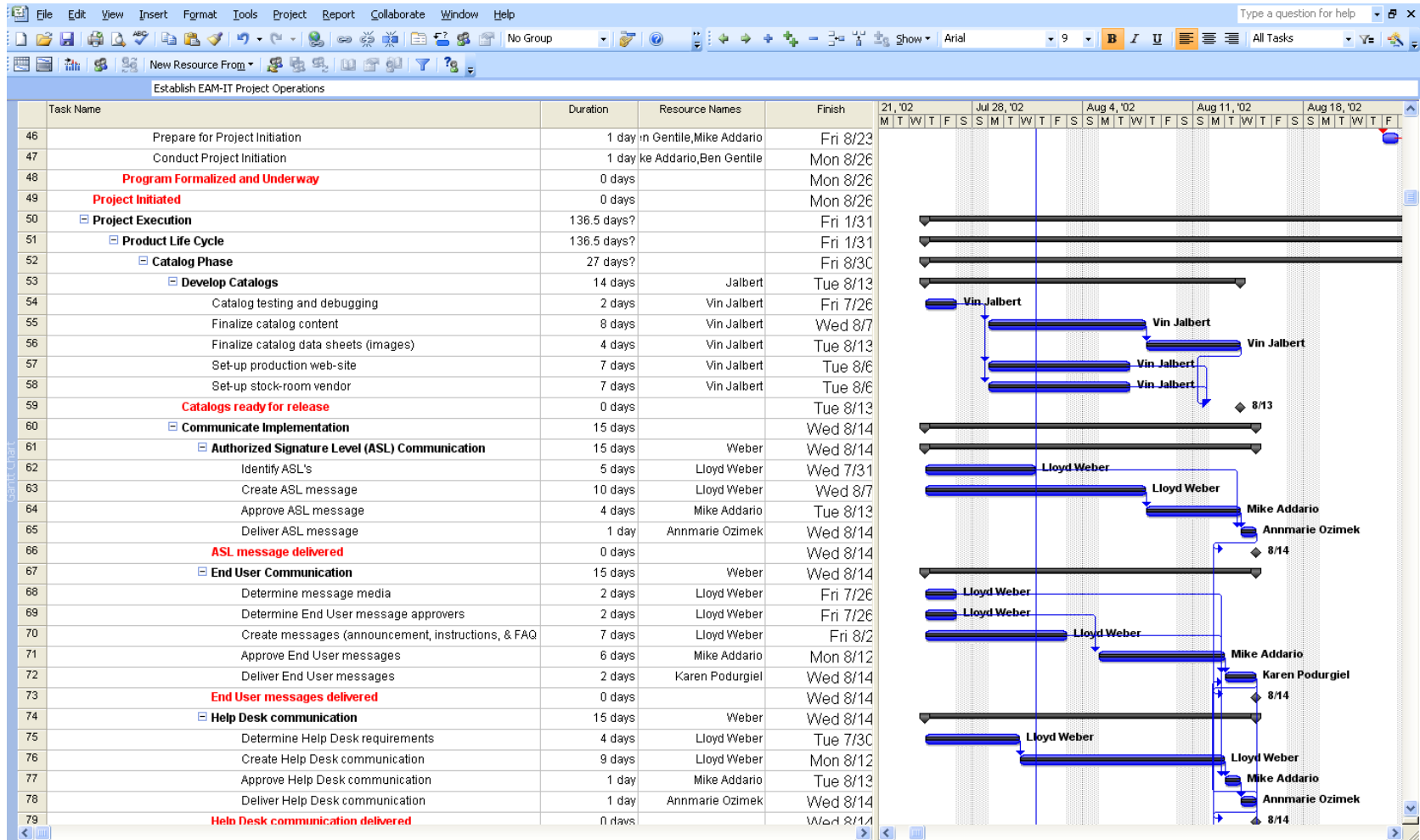


- The Rules of Engagement

Linking Goals to the Triple Constraints




Linking the Triple Constraints to the Plan

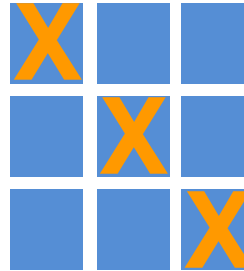


- **The Project Plan (WBS)**

Linking the Triple Constraints to the Plan

Door # 1

Orlando

Memories would last a lifetime



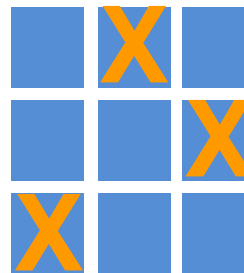
Not put you in deep debt

Assumed

Door # 2


Orlando

Enjoy a family vacation

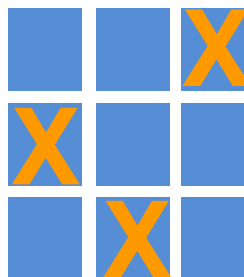


Assumed

Begin 02/21/03 end 03/02/03

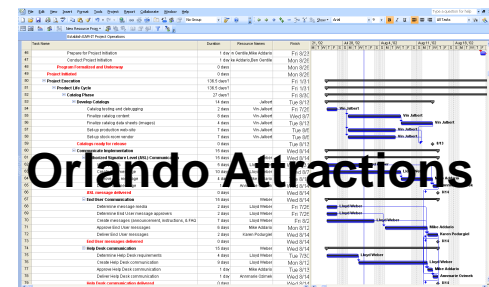
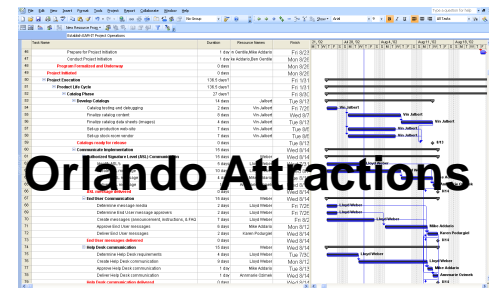
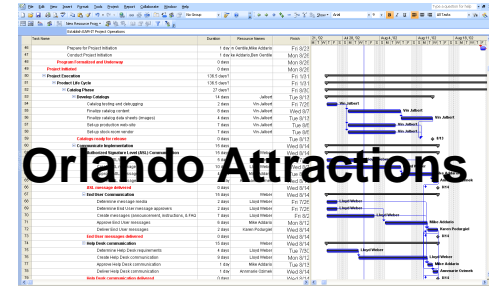
Door # 3

Orlando

Assumed



Saving of \$2,420.00

Short



- The Project Plan (WBS)**

Putting it Together

The screenshot displays two views of a software interface for project management. The top view, titled 'Expectations', shows a 'Primary Driver' dropdown set to 'Schedule' and a 'Secondary Driver' dropdown set to 'Cost'. A blue circle highlights these two dropdowns, with a blue arrow pointing down to the 'Goal' view below. The bottom view, titled 'Goal', shows a 'Primary Expectation' dropdown set to 'Revenue Increase'. The interface includes various tabs like 'Concept', 'Analysis', 'Assessment', 'Expectations', 'Preliminary Approval', 'Charter', 'Final Approval', and 'Status'. There are also fields for 'Expected Start Date' (06 Sep 2010) and 'Expected End Date' (28 Jul 2011) in the top view, and 'Functional Area' (Sales), 'Identified By' (M. Addario), 'Preliminary Approval Required By' (29 Oct 2010), and 'Assessment Meeting Requested By' (01 Oct 2010) in the bottom view.

The Space Shuttle Program goal is to establish a national space transportation capability that will substantially reduce the cost of space operations and support a wide range of scientific, defense, and commercial uses.

“I believe that this nation should commit itself, to achieving the goal, before this decade is out, of landing a man on the Moon and returning him safely to the Earth.”



Putting it Together

Dashboard | **New Opportunity** | Master Plan | Administration | Reports

Concept | Analysis | Assessment | **Expectations** | Preliminary Approval | Charter | Final Approval | Status [Help](#)

Opportunity Name: West Coast Operations

Selected Start Date: 06 Sep 2010 | Primary Driver: Schedule | Save | Save and Email

Selected End Date: 28 Jul 2011 | Secondary Driver: Cost

Project Milestone Planning | Project Notice | Attachments | **Select Milestone Template**

Choose a Template

- Choose a Template
- Performance Driven Software Development
- Schedule Driven Software Development
- Process Re-Engineering
- COTS Application Package Selection
- Acquisition Process
- Sales Program
- Product Realization Process
- Outsourcing Program
- Software Maintenance
- Enterprise Asset Management
- Software Quality Assurance Program

Verify Sales Strategic Business Case Assumptions

Determine Program Objectives

Identify Target Market

Prepare Program Strategy

Update Program Objectives

Prepare Program Strategy Deliverables

Execute Sales Program

Conduct Program Analysis

Close Project

Putting it Together

Dashboard

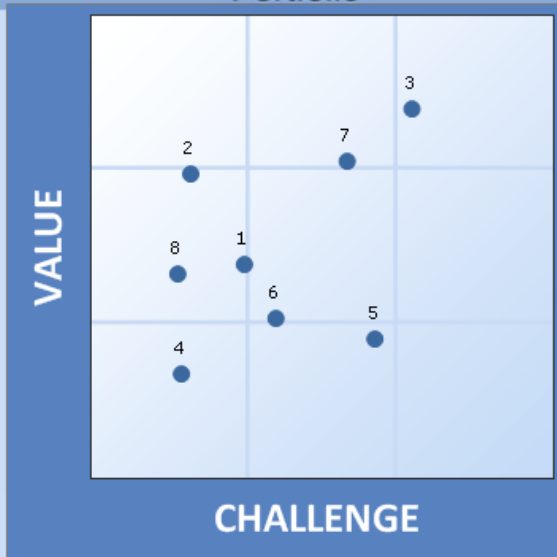
New Opportunity

Master Plan

Administration

Reports

Portfolio



Expand

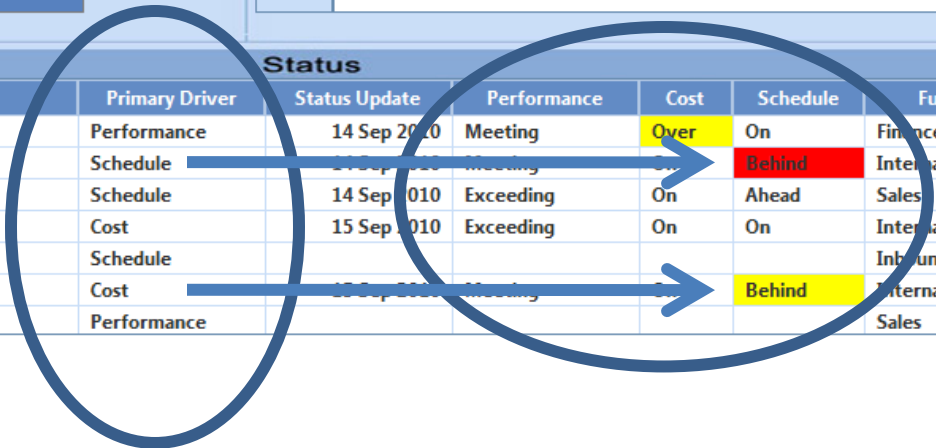
Benefits Horizon

Term	Number	Total Benefit	Cost	Net Benefit
Near	5	\$10,300,000	\$4,650,000	\$5,650,000
Mid	2	\$7,700,000	\$1,500,000	\$6,200,000
Long	2	\$23,300,000	\$4,900,000	\$18,400,000
Totals	9	\$41,300,000	\$11,050,000	\$30,250,000

Term	ID	Name	Total Benefit	Cost	Net Benefit
Near Term	6	Upgrade Payroll System	\$1,000,000	\$750,000	\$250,000
	1	Accounts Payable / Purchasing	\$1,300,000	\$800,000	\$500,000
	2	Outsource IT Support Services	\$1,800,000	\$700,000	\$1,100,000
Mid Term	8	West Coast Operations	\$6,000,000	\$400,000	\$5,600,000
	5	Supply Chain Restructuring	\$1,700,000	\$1,100,000	\$600,000
Long Term	3	Vertical Market Development	\$10,700,000	\$2,500,000	\$8,200,000
	7	Product Branding Campaign	\$12,600,000	\$2,400,000	\$10,200,000

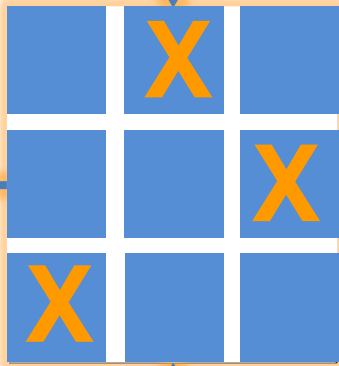
Status

ID	Name	Phase	Primary Driver	Status Update	Performance	Cost	Schedule	Functional Area	Owner
1	Accounts Payable / Purchasing	Status	Performance	14 Sep 2010	Meeting	Over	On	Finance	L. Weber
2	Outsource IT Support Services	Status	Schedule	14 Sep 2010	Meeting	On	Behind	Internal Operations & IT	B. Gentile
3	Vertical Market Development	Status	Schedule	14 Sep 2010	Exceeding	On	Ahead	Sales	JJ Gauvin
4	HR Management System	Status	Cost	15 Sep 2010	Exceeding	On	On	Internal Operations & IT	T. Blanchard
5	Supply Chain Restructuring	Expectations	Schedule	14 Sep 2010	Meeting	On	On	Inbound Logistics	JJ Gauvin
6	Upgrade Payroll System	Status	Cost	14 Sep 2010	Meeting	On	Behind	Internal Operations & IT	A. Braidwood
7	Product Branding Campaign	Charter	Performance	14 Sep 2010	Meeting	On	On	Sales	JJ Gauvin



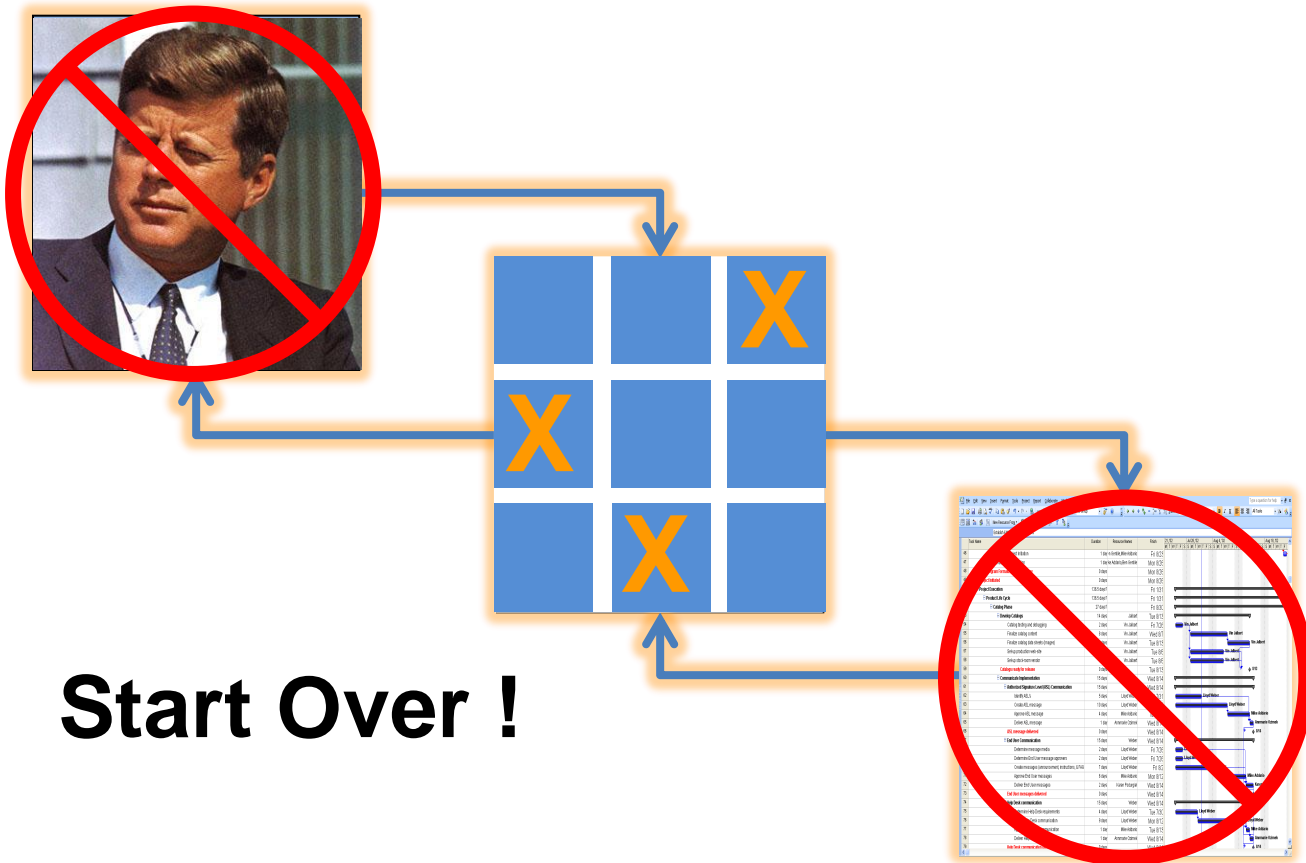


Putting it Together



Task Name	Start	End	Duration	Resources	Cost
Project Setup	10/1/2001	10/1/2001	1	John F. Kennedy	\$10,000
Project Kick-off	10/1/2001	10/1/2001	1	John F. Kennedy	\$10,000
Project Charter	10/1/2001	10/1/2001	1	John F. Kennedy	\$10,000
Project Plan	10/1/2001	10/1/2001	1	John F. Kennedy	\$10,000
Project Execution	10/1/2001	10/1/2001	1	John F. Kennedy	\$10,000
Project Close	10/1/2001	10/1/2001	1	John F. Kennedy	\$10,000

Putting it Together





Beyond the Iron Triangle

END

Deploying Strategy