Challenge in project management

- **Dates** are frozen and **requirements** keep changing

- Traditional approach / Waterfall doesn't work

  - Analysis & design are never complete

    - Without unambiguous completion criteria

  - Implementation goes wild with constantly changing requirements

    - Need refactoring, redesign …

- Delayed or problematic delivery

Challenge in project management
The Iron Cross

- The 4 coefficients cannot be satisfied all together

GOOD

FAST   DONE

CHEAP