

Upcoming Events

Free Networking Event: Denver, Colorado Sunday, August 21, 2016: Open Unconference 2 pm - 5 pm Denver, Colorado - http://tinyurl.com/August2016Event
Virtual Customer Service Strategies: <i>Solving Problems Via E-mail, Instant Messaging, and Social Media</i> September 2016 - Date to be announced
Mountain Plains Library Association/ Colorado Association of Libraries Annual Conference October 20-22, 2016 - Embassy Suites, Loveland, CO

Siera: Learn. Teach. Inspire. (tm) The Iron Triangle

We'll start the webinar at the top of the hour.
You are muted. Use the Question Panel, please.
Twitter: #theiriontriangle

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Siera: Learn. Teach. Inspire. (tm) The Iron Triangle

*Intro to the Iron Triangle:
Quality, Resources, and
Time Constraints*

Siera: Learn. Teach. Inspire.™
Essential Series - #theiriontriangle
July 12, 2016 - sieralearn.com
with Pat Wagner

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www.sieralearn.com
#theirtriangle - Essential Series
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Meet Pat Wagner

Workplace trainer, consultant, educator, facilitator, and instructional designer and producer ...

Oil company map folder, receptionist, graphic designer, college housing director, retail clothing and camera sales clerk, baker, reading tutor, shipping clerk, poet, playwright, printer, dishwasher, publisher, researcher, book reviewer, house sitter, darkroom technician, health equipment sales, feature writer, production manager, community organizer, church youth leader, bookkeeper, mediator, book binder, childcare worker, author, talk show host, book editor, folk singer, college instructor, volunteer, academic library support staff

Worked with all types of workplaces for over 35 years

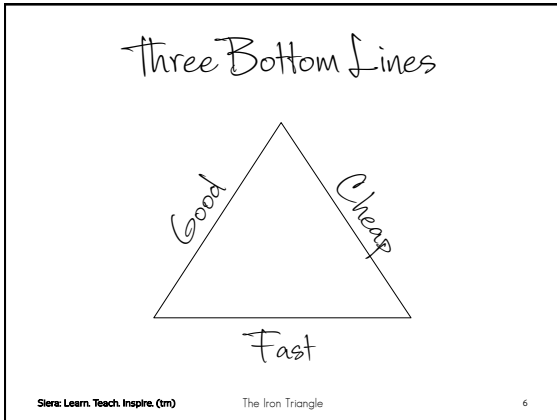


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Key Idea

**Three Bottom Lines
Not Just One**

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- Not just *quality*
 - Not just *time and convenience*
 - Not just *money and resources*

 - A ratio based on *all three...*
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- Agenda
- Introduction To Good, Cheap, and Fast
 - How To Use The Triangle
 - Flexible Ratios: How They Tie Together
 - Case Studies: Real Life Stories
 - Why The Triangle Is Not Enough
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Outcomes

- Create framework for aligning team decisions.
- Design simple graphics for sharing management choices.
- Help identify and address perfectionism.

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Thanks

Ms. Wendi Peck, CEO, and
Dr. William W. Casey, President
www.elg.net/blog/

Executive Smarts: 25 Quick Reads on Managing for Results. Executive Leadership Group, 2014.
Available at Amazon: <https://goo.gl/71A0yT>

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Introduction



A Commonsense Model

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Case Study

When Expectations Collide

The Wedding Chocolates

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Most transactions include three choices:

How **"good"** do I want the product or service that I am giving or receiving?

How much **time** do I want to **wait, or take?**

How much am I willing to **pay, or be paid?**

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Caveats

The **higher the quality**
the **more it will cost** in
resources and in time.

Are you willing to **pay?**
Are you willing to **wait?**

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Questions

What if you want "it" faster?
What if you want "it" cheaper?
What changes?

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Caveat

Everyone has a **different ratio**
that establishes what they think
constitutes "*value*"
in every transaction.

What the law firm really wanted

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Section One



Good, Cheap, and Fast

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Good = Quality

- Always subjective
- Before you move in, what about paper towels?
- Well-known, correct, credible, recommended, used by large, important institutions; looks, sounds, and acts right; reflects image customer has of self or wants to have; just like everybody; ties in other values; attractive, sexy, pious, elite, religious, unique, different than anyone, status.

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Perfectionism

The disregard for budgets,
other people's projects,
and the time/space continuum

Blowing budget on one branch

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Fast = Time/Convenience

- Not just about the minutes and days:
Psychological distance and Einstein's hot stove
- Fast, close by, easy to find, user experience, easy to use, invisible, no new information to learn, familiar, fits in, reliable, easy to buy, can count on, deadlines, efficiencies, comfortable, easy to service, sleep well at night, quicker shortcuts, speed dial.

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Caveat

In classic project management,
time is of the essence.

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False Productivity

Is finishing first
worth the cost?

The extra second CD-ROM story

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Cheap = Resources

- Value is always subjective.
- Money, resources, supplies, cost of services, material value, depreciation, salaries and wages, financial security, property, savings, possessions, investments, options, price wars.
- Resources usually are finite.
- The "free help" myth

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False Economy

How much is
that freebie costing us?

Hand-fluting the flowers

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Section Two



How To Use The Triangle

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Practical Applications

- Set project expectations: goals, outcomes, results, accomplishments
- Align the team.
- Evaluate and course correct a plan

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Project Expectations

- Preparation: Note: **Everything is a project.**
- What are the ratios among the three bottom lines?
- What are the goals and expectations to guide people's work?

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Align the Team

- Shared vocabulary
- More efficient and effective communication
- People don't have to rely on judgment (whatever that means).
 - Increased productivity: Fewer interruptions
 - Fewer mistakes, disagreements, and misunderstandings

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Evaluate and Course Correct

- **The three bottom lines help set parameters:**
- Are we fulfilling the goals within the limits?
 - Are we working within our budget?
 - Are we meeting our deadlines?
 - Do we have agreed-upon standards of quality?
- What needs to change?

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What Works?

- Write it down.
- Use simple language.
- Be precise and concrete.
- Agree beforehand to abide by the group's decision.


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Challenges

- What does good, cheap, and fast mean to different people?
- How do you share an understanding of quality beyond statistics?
- How does a team resolve conflicts, so everyone is on the same page?

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Section Three



Flexible Ratios: How They Tie Together

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Caveat

If you change **one** bottom line,
the **others** will change.

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So You Wanna Run a Café?

You make these decisions every day:
where you will eat,
how much you will **spend**,
and how much **time** it will take.
And what you have a taste for...

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Quality Restaurant

- Expensive ingredients
- **Topflight staff:** costly to keep ~~happy~~
- Ambience (pricey stuff)
- Order the paella a week ahead
- Plan for an **evening of frivolity...**
- And a second mortgage on the house.

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Cheap Eats

- Not many choices (low inventory)
- Cheap ingredients: **processed carbs**
- Second-rate fixings: The "store" brand
- Made to last: **Cream-filled sponge cake forever!**
- Low status, unless it becomes a cult favorite...
- **Cream-filled sponge cake forever!**
- Machine made? Shipped from China?

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Fast Food

- Instant gratification: **Bag it up, grab, and run.**
- The frozen, reshaped, fast-nuked burger
- Maybe **takes a team** to get you out the door
- Cheap? Convenience comes at a price
- **Food boxes on the plane**
- Technology can speed you on your way.
- Experience can speed you on your way.

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Good versus Fast Ratio

- Pick a typical task or project.
- If **quality** is more important, give **quality** the **higher number, from one to ten.**
- If **time** (speed) is more important, give **time** the **higher number** (like on a car speedometer).
- The two numbers should add up to ten: **except that you can't use five plus five.**
- How well do you think this ratio is known?


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Examples

- Will wait until my favorite chocolate arrives.
Time: 3 (slow) - Quality: 7 (Really good)
- Report for the fussy budget governing board
Time: 1 (check 3x) - Quality: 9 (Perfectish?)
- Blood sugar drop: Grab the chips!!!
Time: 8 (fast!) Quality: 2 (Who cares how good?)

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Section Four



Case Studies: Real Life Stories


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Four Case Stories

- The library's cataloging clash
- The architects and the best researcher
- Free parking makes things feel closer.
- The cheap and fast contractor

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Section Five



Why the Triangle
Is Not Enough

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Other Factors

- Scope and scale
- "Right" versus "real"
- **Innovation and technology** can raise numbers.
- **Experience** can raise numbers.
- Customers and creators can be poor communicators.
- **We all can change our minds.**

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Caveat

Good people can disagree
about what
good, cheap, and fast mean
and the preferred ratios
among the three bottom lines.

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Next

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