

The **Average Project Completion Time** is greater than that predicted by the **Average Durations** of the underlying tasks, because the project is not done until the last task is done

The Flaw of Averages in Project Completion: Why Everything is Behind Schedule

The screenshot shows a model sheet titled "Average Completing a Software Project weeks to release 6.0". It features a table of tasks, a Gantt chart, a summary table, and a histogram.

Task	Description	Time to Complete in weeks
Subroutine 1		6.0
Subroutine 2		6.0
Subroutine 3		6.0
Subroutine 4		6.0
Subroutine 5		6.0
Subroutine 6		6.0
Subroutine 7		6.0
Subroutine 8		6.0
Subroutine 9		6.0
Subroutine 10		6.0
Released		6.0

	Average	Target	Offset
Released	7.8	7	9.5%

Time to release	Frequency
6.5	0.00
6.6	0.00
6.7	0.02
6.8	0.05
6.9	0.10
7.0	0.15
7.1	0.20
7.2	0.25
7.3	0.20
7.4	0.15
7.5	0.10
7.6	0.05
7.7	0.02
7.8	0.00

Callouts and annotations:

- Scroll through duration scenarios**: Points to a dropdown menu at the top left.
- Uncertain Durations**: Points to the task list table.
- Release Date given the Average Task Durations is 6 weeks**: Points to the "Released" row in the task table.
- Actual Average Release**: Points to the "Released" value of 7.8 in the summary table.
- Adjust Release Target and see your chances of meeting it**: Points to the "Target" value of 7 in the summary table.
- Experiment with the Release Target on the Model Sheet**: Points to the histogram.
- Distribution of Actual Time to Release**: Points to the histogram.
- The Release Date formula (D19) drives the Data Table on the PMTable sheet while running duration scenarios through cells D8 through D17.**: Points to the "Released" cell in the task table.