

The logo consists of two white circles on a dark teal background. The right circle contains the text "PROJECT HALF DOUBLE" in a bold, sans-serif font, with "HALF" in smaller letters between "PROJECT" and "DOUBLE".

PROJECT  
HALF  
DOUBLE

2019

# Half Double methodology guide

Leading projects to **double** the impact in **half** the time

## Projects with double the impact in half the time

Together we will develop a new project paradigm to increase  
the competitiveness of the Danish industry



# It is all about placing an extreme focus on three core elements

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*Reduce focus on deliverables  
and enhance focus on effect*

**Impact**



*Reduce focus on  
optimization of resources  
and enhance focus on the  
project's progression*



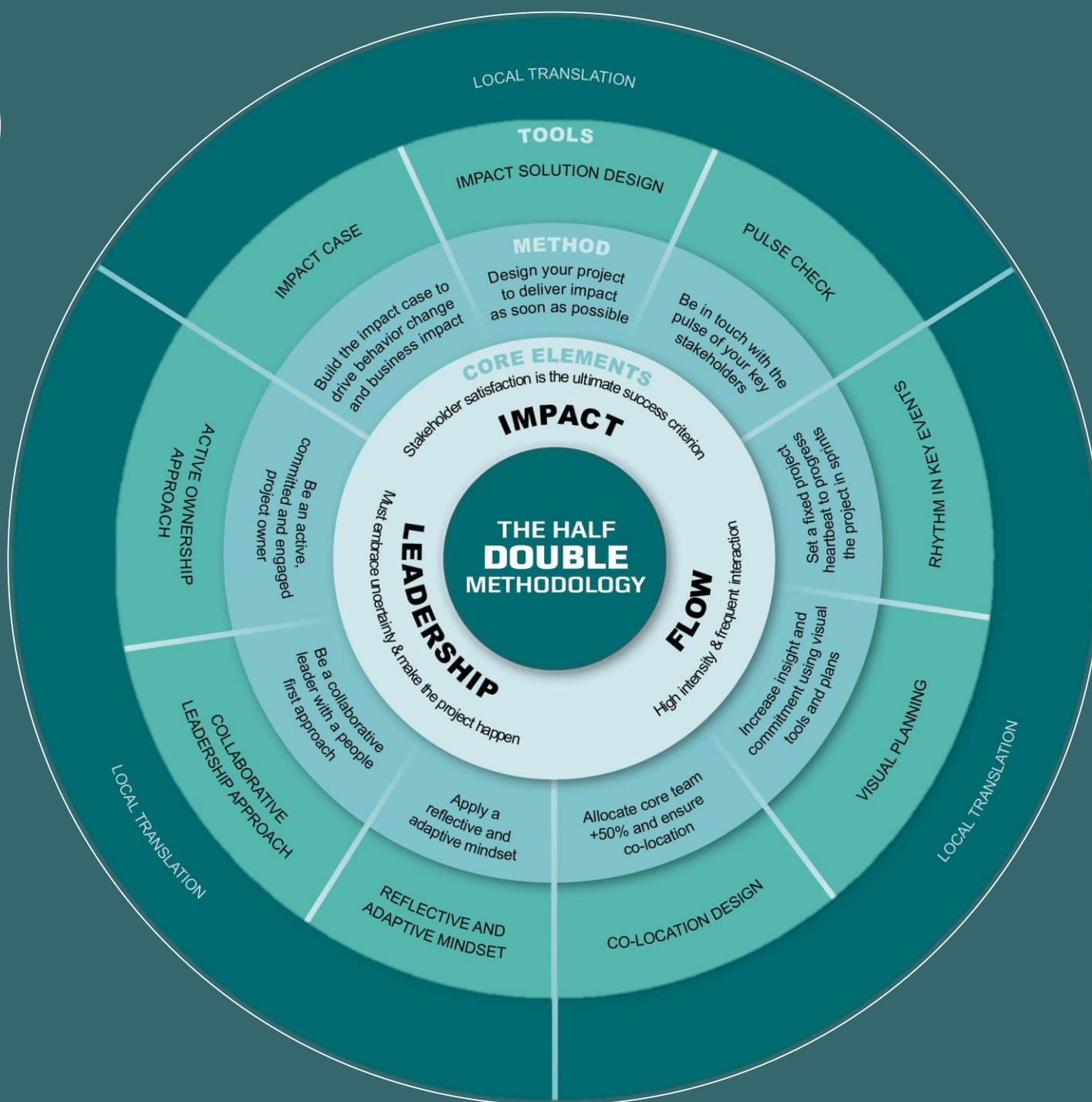
**Flow**

*Reduce formalism and  
enhance focus on active  
involvement of the project  
owner & reduce focus on  
management of systems  
and enhance focus on  
leadership of people*



**Leadership**

**PROJECT  
HALF  
DOUBLE**





# Impact

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The new triple constraint is circular and  
has impact in the middle – No projects without value!



# Creating impact in your project requires commitment to three methods

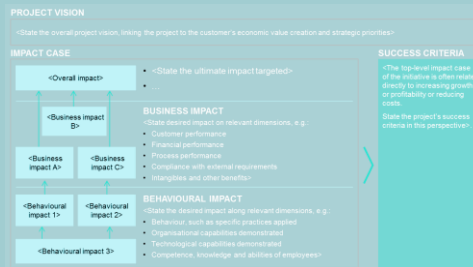
METHOD

TOOLS

1

Use the impact case to drive behavioral change and business impact

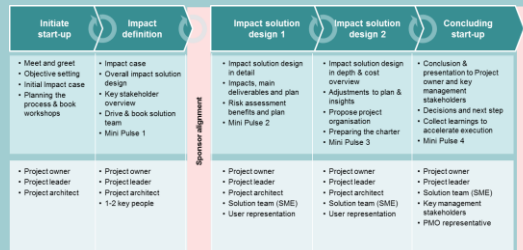
## Impact case & Impact tracking



2

Design your project to deliver impact as soon as possible with end users close to the solution

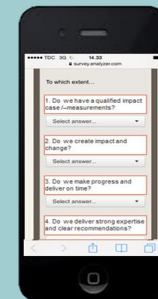
## Impact Solution Design



3

Be in touch with the Pulse of your key stakeholders on a monthly basis

## Pulse check



Principle: Stakeholder satisfaction is the ultimate success criteria



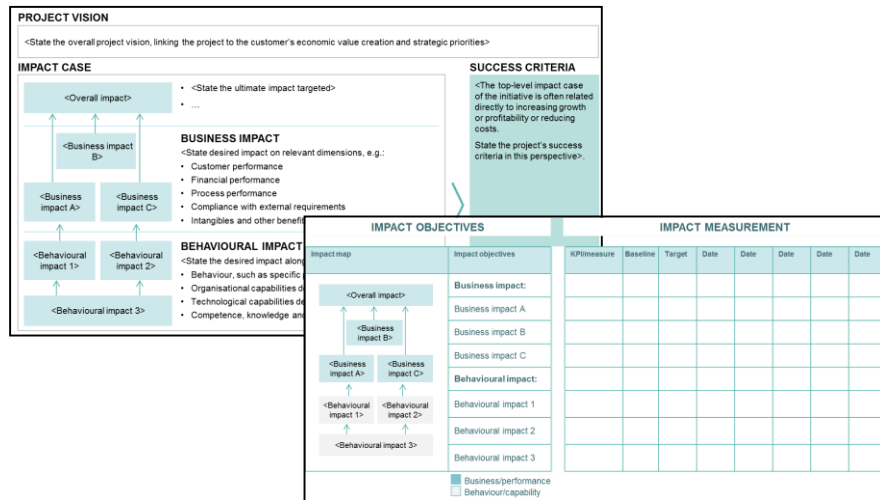
# Impact case & Impact tracking

## WHY

To ensure stakeholder satisfaction and to manage the project with impact in mind.

## WHAT

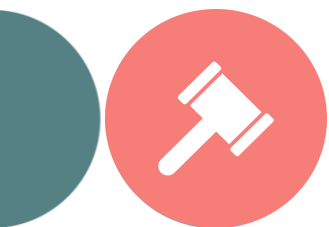
A prioritized overview of the project's business and Behavioral targets to create project value.



## HOW

1. Build an objective hierarchy with purpose, success criteria and main deliverables
2. Identify business impact using the objective hierarchy and by asking "what business effect is needed?"
3. Identify necessary Behavioral changes to realize business impact by asking "what will leaders and employees be doing different/better afterwards"?
4. Design few but critical and leading impact key performing indicators (KPI's)
5. Gain commitment with project sponsor and upper management
6. Use KPI's to adjust for early impact realization

Use the Impact case to drive behavioral change and business impact

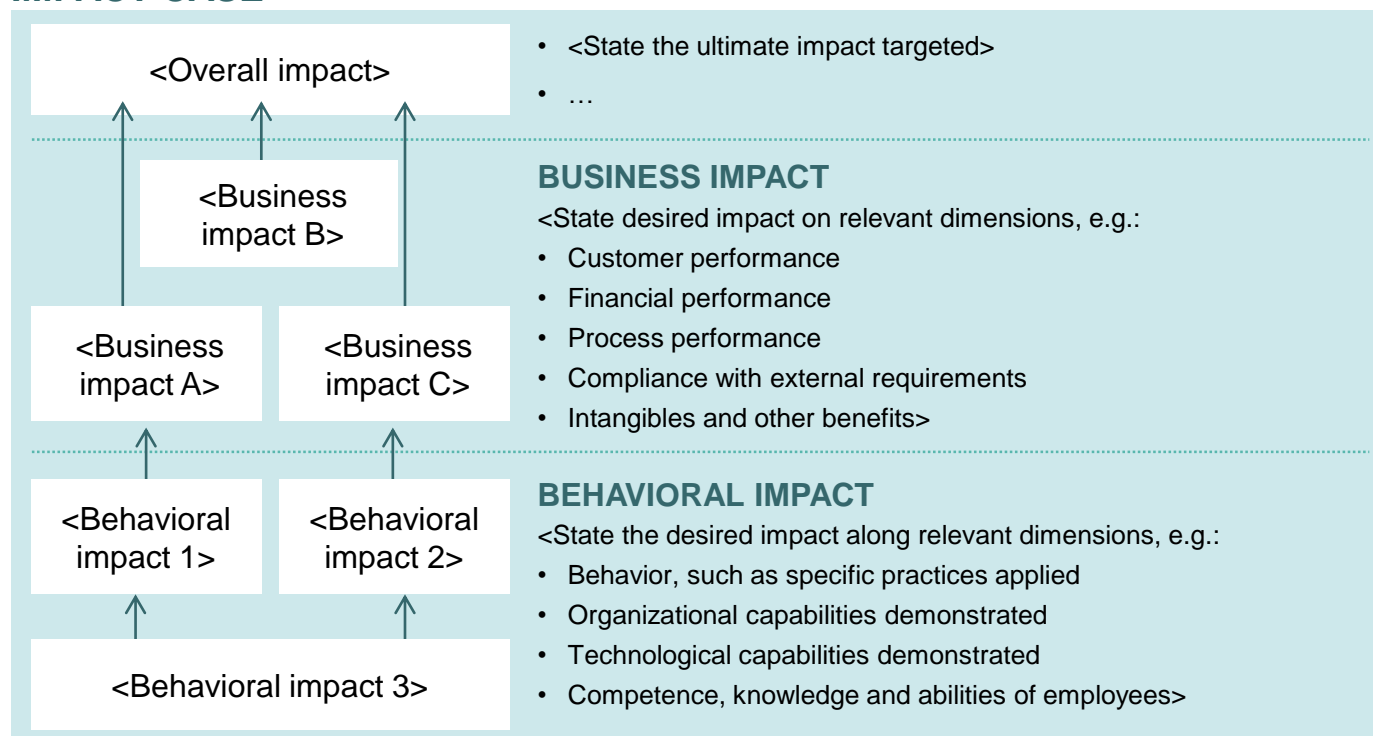


# Impact case & Impact tracking

## PROJECT VISION

<The overall project vision, linking the project to the customer's economic value creation and strategic priorities>

## IMPACT CASE



## SUCCESS CRITERIA

<State the project's overall success criteria for creating impact>

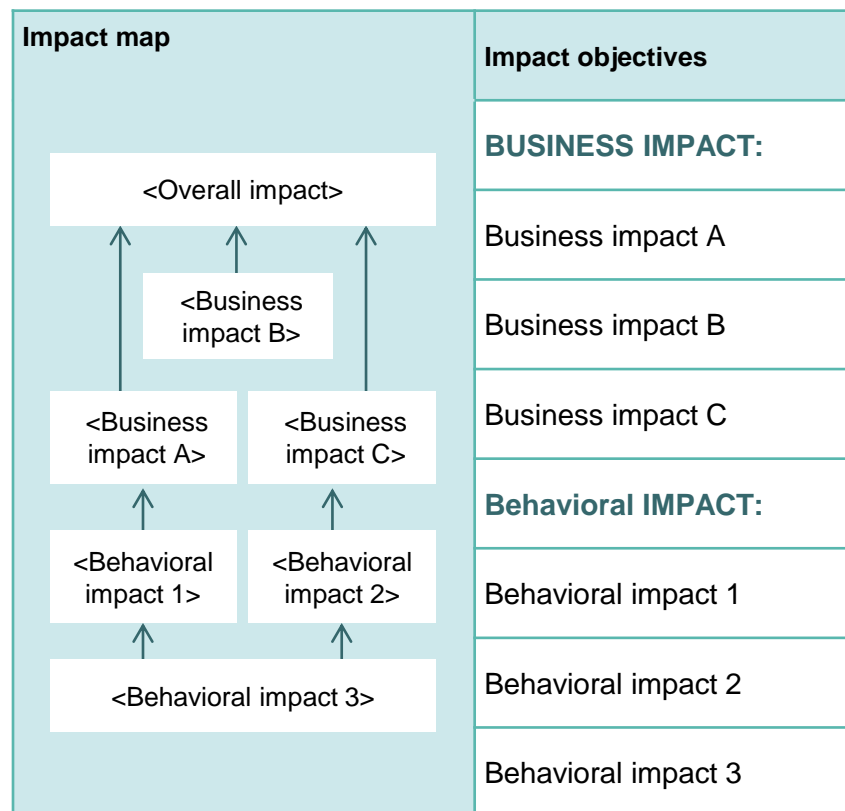
Use the Impact case to drive behavioral change and business impact





# Impact case & Impact tracking

## IMPACT OBJECTIVES

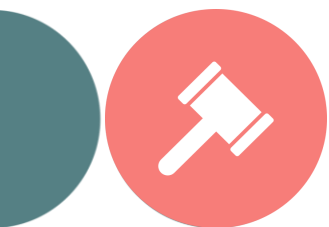


## IMPACT MEASUREMENT

Business/performance  
Behavior/capability

KPI/ measure	Baseline	Target	Date	Date	Date	Date	Date

Use the Impact case to drive behavioral change and business impact



# Impact Solution Design

## WHY

To reduce time to impact and enhanced early value creation in project execution.

## WHAT

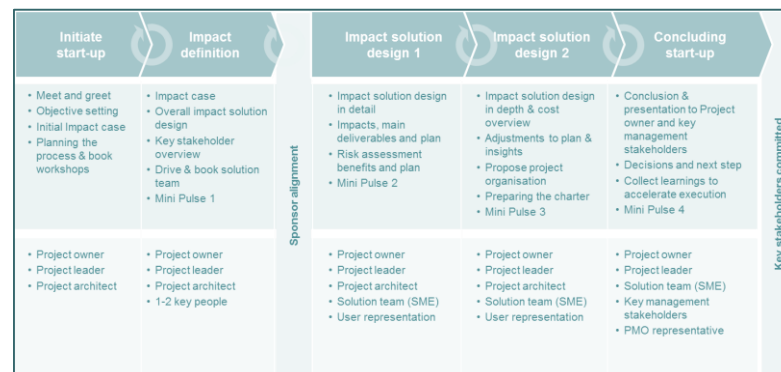
The impact solution design is an overall roadmap of the project's value creation from start to finish. The impact solutions design is based on an insightful core idea to drive value creation and early project output.

Impact solution design process is a human centered, learning focused, hypothesis-driven approach to gain early impact, reduce uncertainty and prove the “worth” of the project.

To formulate the core idea and build the impact solution design a 5 step process is proposed to frontload insight and drive user, subject matter expert and key stakeholder involvement. Involvement will build early support for the impact solution design.

## HOW

1. Identify key stakeholders to be involve in the impact solution design process
2. Use the process to formulate the core idea for early impact creation and build the impact solution design based on this idea
3. Use fast prototyping, early learning and customer insight to support the process
4. Remember the impact solution design process is not a pre-defined series of orderly steps but a system of “spaces” that usually will be looped a few times

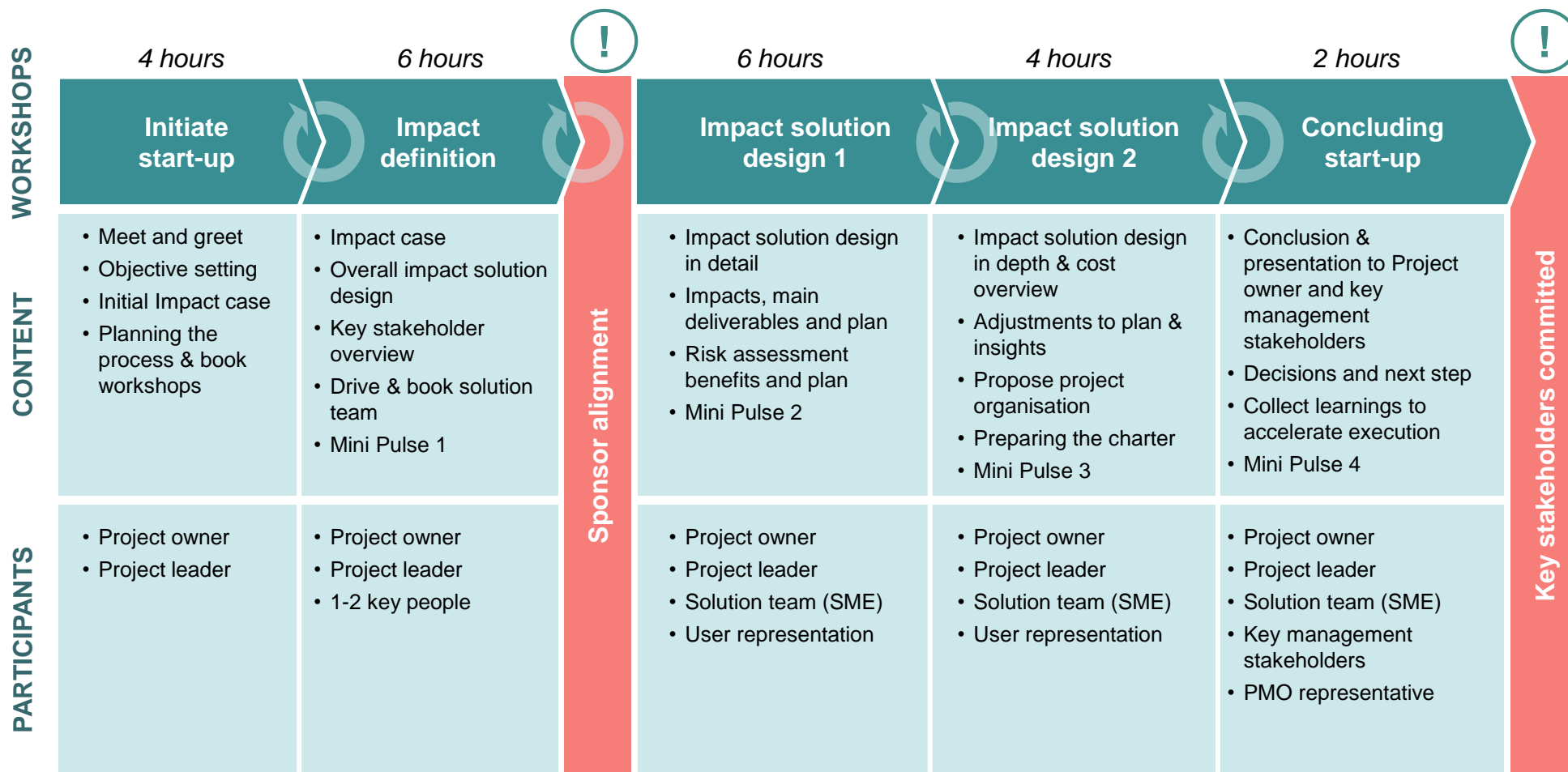
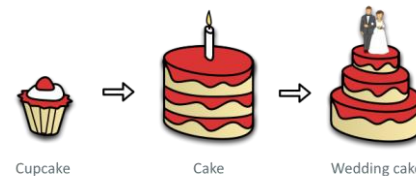


Design your project to deliver impact as soon as possible  
with end users close to the solution.

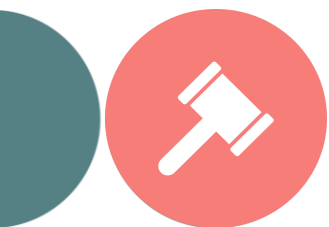


# Impact Solution Design:

## 5 workshops set out to reduce time to impact and enhanced early value creation in project execution



Design your project to deliver impact as soon as possible  
with end users close to the solution.



# Pulse check

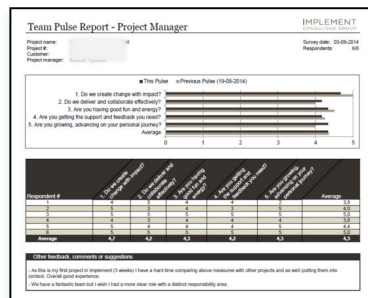
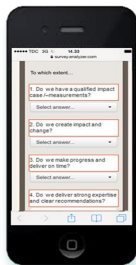
## WHY

To navigate the project with stakeholder satisfaction. Pulse check create the insights and dialogue needed amongst key stakeholders to ensure continuous focus on impact, energizing working conditions, collaboration and personal development on the project.

## WHAT

An electronic questionnaire consisting of 6 questions send out on a monthly basis, answered by key stakeholders providing the basis for an ongoing feedback dialogue

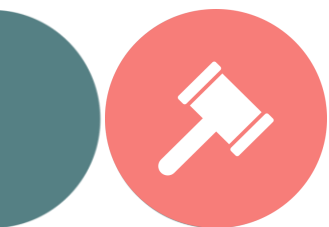
# 6Q



## HOW

1. Identify & group key stakeholders
2. Adapt questions to organizational culture and respondent groups
3. Design Pulse check process in alignment with project heartbeat and the rhythm in key events
4. Gain buy-in and communicate the purpose, the tool and the process to key stakeholders – early!
5. Initiate the process
6. Continuously enforce the process & follow up on people's engagement

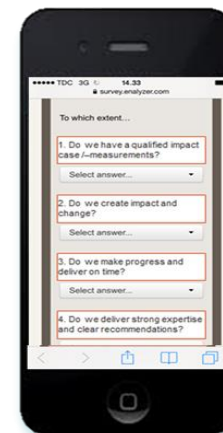
Be in touch with the Pulse of your key stakeholders on a monthly basis.



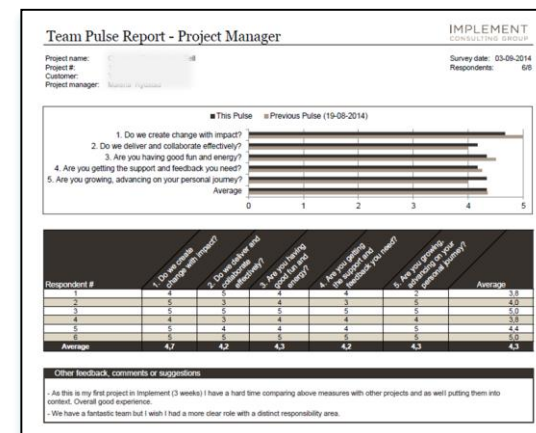
# Pulse check

## SIX QUESTIONS and A PULSE OUTPUT REPORT

1. Are you confident that your current work is creating impact for the project?
2. Do we deliver and collaborate effectively in the project?
3. Are you having have good fun and energy working in the project?
4. Are you getting the support & feedback you need?
5. Are you developing personally and professionally working in the project?
6. All in all; Are you convinced that this project is executed more effectively and with more focus on impact than other projects?



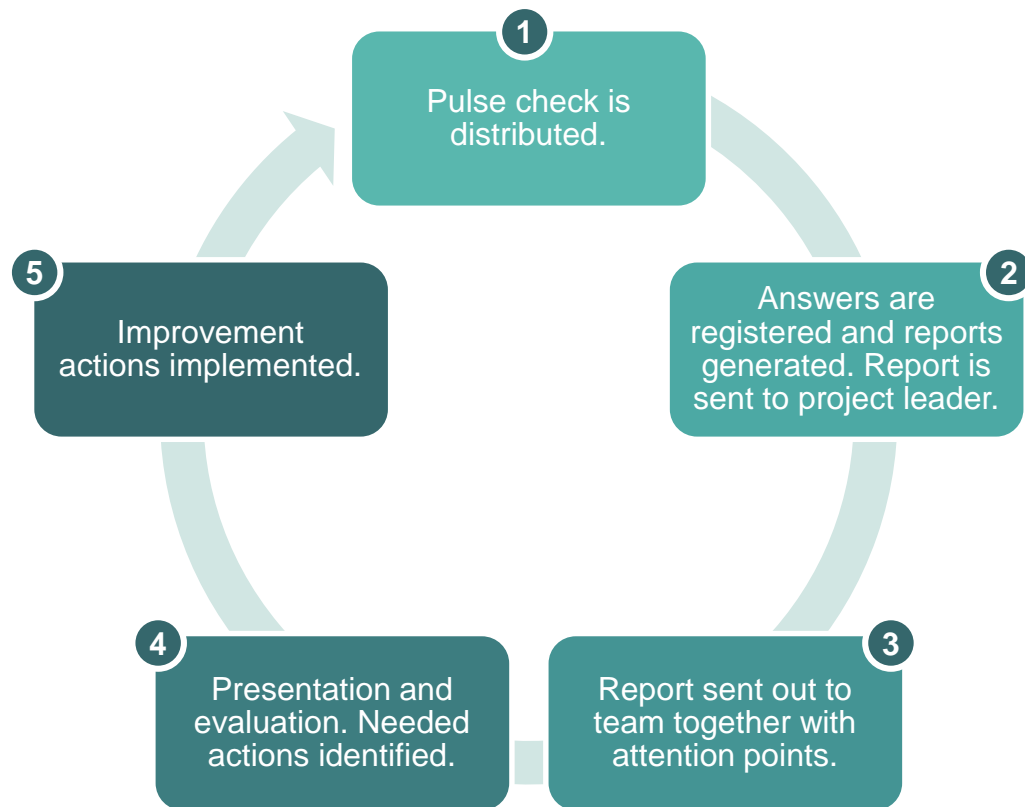
Feedback, comments or suggestions?



Be in touch with the Pulse of your key stakeholders on a monthly basis.



# Pulse check process to be implemented in the fixed project heartbeat



- 1 Remember to inform team that Pulse Check will be sent out, and to underline the purpose and value-add of the questionnaire in order to enhance the number of respondents and to ensure buy-in.
- 2 As project leader, be available for questions and thoughts regarding Pulse Check questions and application from project team.
- 3 Team receives report together with the project leader's attention points (any particular low/high scores he or she thinks needs to be addressed). Team should also be encouraged to chip in with the attention points they believe should be addressed.
- 4 Pulse check results are presented to the team. Team discusses alternative actions to be initiated to improve scores going forward. High impact actions selected. **NB!** Remember to follow up on last months actions.
- 5 Defined actions from the meeting is followed-up on by agreed responsible and implemented in-between monthly Pulse check meetings.

Be in touch with the Pulse of your key stakeholders on a monthly basis.



## Sanity Check #1

Do you measure  
on the output or impact  
of your project?



# Flow

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With everyone co-located the lead time will be reduced dramatically;  
why don't you just do it?





# Creating flow in your project requires commitment to three methods

METHOD

TOOLS

1

Allocate core team +50% and assure co-location. Reduce complexity in time and space to free up time to solve complex problems

Co-location design to support intensity



+50%

2

Define a fixed project heartbeat for stakeholder interaction to progress the project in sprints

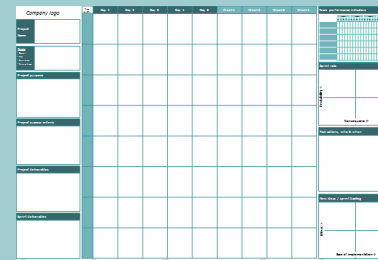
Rhythm in key events

Sprint – 1 month				
Key events	Week 1	Week 2	Week 3	Week 4
1 Sprint planning (core team)	X			
2 Daily visual status (core team)	X	X	X	X
3 Weekly solution feedback (SME)		X		X
4 Plan next week (core team)		X	X	
5 Review sprint solution (project owner)			X	X
6 Pulse check feedback		X		X

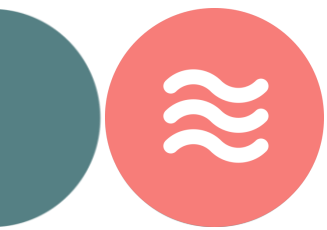
3

Increase insight and commitment using visual tools and plans to support progression

Visual planning and project visuals



Principle: High intensity and frequent interaction to ensure continuous project progression



# Co-location design to support high intensity

## WHY

To enhance productivity and reduce lead time. High intensity will ensure weekly progression in the project.

## WHAT

Highly allocated core team resource of +50% of their time to work intensively on the project. Working on a maximum of 2 projects at the same time has proven the most efficient way of working with development.

Co-location will help the project to reduce complexity in time and space to free up time to solve complex problems. Co-location is building the appropriate working conditions for high intensity, accelerated learning loops and anchor the desired working culture.

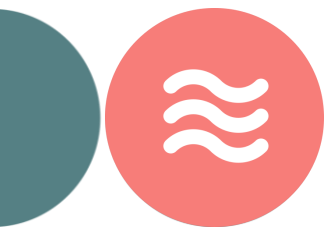
## HOW

1. Identify core project members to be co-located
2. Establish commitment from management for +50% allocation and physical / virtual presence in the project
3. Identify workspace and prepare workspace design
4. Kick off and preserve the co-location setup to support intensity
5. Initiate the fixed project heartbeat to support the rhythm in events and continuous resource allocation



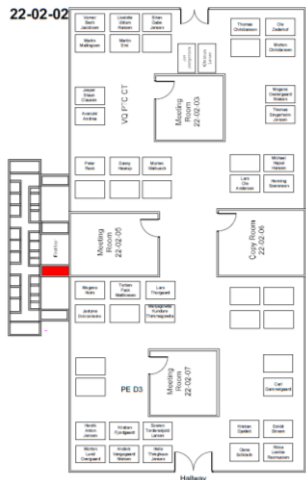
# +50%

Allocate team +50% and assure co-location. Reduce complexity in time and space to free up time to solve complex problems



# Co-location design to support high intensity

## 5 RULES FOR CO-LOCATION DESIGN AND A PHYSICAL SETUP



#1

**WE KEEP  
IT VISUAL**

#2

**WE STICK TO THE  
ESTABLISHED HEARTBEAT**

#3

**WE STIMULATE CREATIVITY  
& PLAYFULNESS**

#4

**WE MAKE LEADERSHIP  
ACCESSIBLE**

#5

**WE PROMOTE  
COLLABORATION**

Allocate team +50% and assure co-location. Reduce complexity in time and space to free up time to solve complex problems.



# Rhythm in key events

## WHY

A fixed project heartbeat and rhythm in key events creates higher energy, higher efficiency, better quality and ultimately faster development speed.

## WHAT

The project designs and follows a specific pace that is build up with 6 key events; Sprint planning, Daily visual status, Weekly solution feedback, Plan next week, Review sprint solution and Pulse check feedback.

Sprint – 1 month					
Key events	Week 1	Week 2	Week 3	Week 4	
1 Sprint planning (core team)	X				
2 Daily visual status (core team)	X	X	X	X	X
3 Weekly solution feedback (SME)		X		X	X
4 Plan next week (core team)					
5 Review sprint solution (project owner)					
6 Pulse check feedback					

Sprint planning (last month)				
WEEK 1	WEEK 2	WEEK 3	WEEK 4 or 5 week sprint	WEEK 4 or 5 end of sprint
M Business team meeting	M Technical team meeting	M Business team meeting	M Technical team meeting	M Technical business team meeting
T Parallel module meetings	T Parallel module meetings	T Internal workshop kick off	T Parallel module meetings	T Parallel module meetings
W Technical alignment meeting	W Technical alignment meeting	W Internal WS status Tech align. meeting STECO meeting	W Technical alignment meeting	W Project owner sprint review Sprint planning meeting
T Tech align. meeting	T Tech align. meeting	T Internal WS status Project live coordination	T Tech align. meeting	T Tech align. meeting
F Report weekly status Attention update	F Report weekly status Attention update	F Report weekly status Attention update	F Report weekly status Attention update	F Report weekly status Attention update

## HOW

Design the project heartbeat with 6 key events and gain commitment with key stakeholders to join the meetings:

- Sprint planning:** Before a new sprint the project plans the upcoming 4 weeks (2 hours). Use the overall impact solution design as the overall plan to break down in sprints
- Daily visual status:** Every allocated day during the sprint, the team meets for a short status on progress and issues (15 min.). The frequency of the status meetings has to be consistent with the intensity of the project
- Weekly solution feedback:** Once a week the team gets feedback on the achieved output (30 min.). A team of subject matter experts provides feedback to ensure high quality in the impact solution and to provide input to the planning process
- Plan next week:** After the “Weekly Solution Feedback” meeting the project team plans the next week with daily tasks (45 min.)
- Review sprint solution:** At end of sprint (or midway), the project gets feedback on output from a review team consisting key stakeholders such as project owner and core users (90 min.)
- Pulse check feedback:** 1 week after the Pulse check has been distributed, a biweekly Pulse check feedback meeting is held with key stakeholders (30 min)

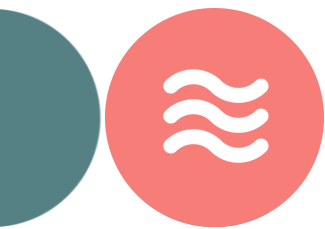
Define a fixed project heartbeat for stakeholder interaction to progress the project in sprints



## Rhythm in key events

		← Sprint – 1 month →															
Key events		Week 1				Week 2				Week 3				Week 4			
1	Sprint planning (core team)	X															
2	Daily visual status (core team)	X		X		X	X		X		X	X		X	X		X
3	Weekly solution feedback (SME)			X					X				X				X
4	Plan next week (core team)			X					X				X				
5	Review sprint solution (project owner)								X								X
6	Pulse check feedback								X								X

Define a fixed project heartbeat for stakeholder interaction to progress the project in sprints



# Visual planning and project visuals

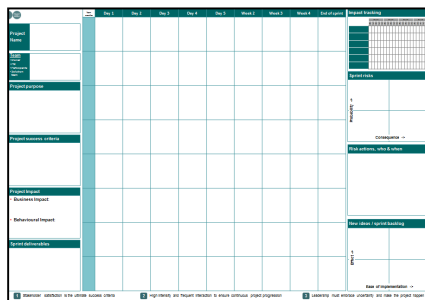
## WHY

Make the project visual to enhance commitment, alignment and common understanding. Visuals provides quick overview a complexity e.g. plans and how each activity is connected with the overall idea.

## WHAT

Visuals can be used for e.g. fast prototyping, facilitation of group sessions and sprint planning.

The visual sprint plan is a detailed plan for the next month used for team work coordination, tracking progression and improvement ideas. The plan can also be virtual.



## HOW

The visual sprint plan is used for detailed planning of the sprint (usually 4 weeks in duration). The plan is a short term break down of the impact solution design (or overall milestone plan) leading to a tangible project output to create value.

1. Gather the core team and share the project overview on the left side of the poster
2. Determine the sprint output to create value in the short term
3. Each team member breaks down activities for each day/week and share it with the rest of the team to coordinate efforts
4. Define simple Team Performance Indicators to follow up on progression e.g. # of activities completed per week
5. Brainstorm and evaluate possible project risks and define actions to mitigate.
6. Brainstorm and identify sprint improvement ideas related to project output, process or people
7. Wrap-up: Conclude on actions and structure for weekly status meetings in the sprint

Increase insight and commitment using visual tools  
and plans to support progression



## Increase insight and commitment using visual tools and plans to support progression



## Sanity Check #2

Did your project  
progress last week?





# Leadership

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**Leadership**

Research has defined one critical success factor across all projects; having an active project owner. Why is it so difficult in practice?



# Creating leadership in your project requires commitment to three methods

METHOD

TOOLS

1

Be an **active, committed and engaged project owner** to support the project and ensure stakeholder satisfaction.

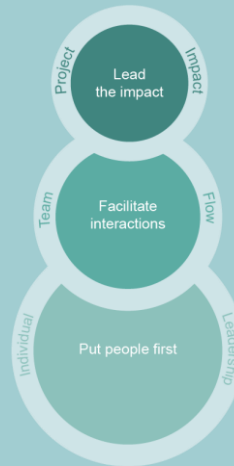
## Active ownership behavior



2

Be a **collaborative project leader** with a “people first” approach to drive the project forward.

## Collaborative leadership behavior



3

Apply a **reflective and adaptive mindset** – say yes to the mess.

## Reflective and adaptive behavior



Principle: Leadership must embrace uncertainty and make the project happen.



# Active ownership behavior

## WHY

Research suggests one common denominator across all successful projects; An active and committed project owner who engages directly with the project on an ongoing basis.

## WHAT

Active project ownership creates strategic impact and ensures organizational commitment. However, the key here is the word active. It is not enough for the project owner to just commission a task. He or she must be actively involved in the realization of the desired impact of the project.

A project owner must be able to build consensus around the project's impact targets within the organization, ensure relevant resources, and lead the way toward achieving the target.

## HOW

- 1. Own the impact - Pave the way for impact creation.**  
Create a mutual vision with clear impact objectives. Make it happen by participating in the Impact Solution Design workshops. Accelerate behavioral change in the organisation and ensure that the project is able to operate smoothly.
- 2. Ensure resource commitment - +50% allocation of high caliber people.** The project owner needs to ensure proper resources at the right time throughout the project. This is done by allocating high caliber resources for the project with top and mid-level management.
- 3. Show up and engage - At least 2 hours every week.**  
Through his or her presence, the project owner demonstrates the importance of the project and through direct contact he or she conveys leadership and decisions. The two dedicated hours might be invested as one hour in regular meetings included in the project rhythm (such as a biweekly project owner meeting and a biweekly review meeting) and one hour for informal touchpoints. To make availability for active ownership and decision making a maximum of three projects for each project owner is recommended. We encourage the mantra: Own it, or leave it!

Be an active, committed and engaged Project Owner to support the project and ensure stakeholder satisfaction.



# Collaborative project leadership behavior

## WHY

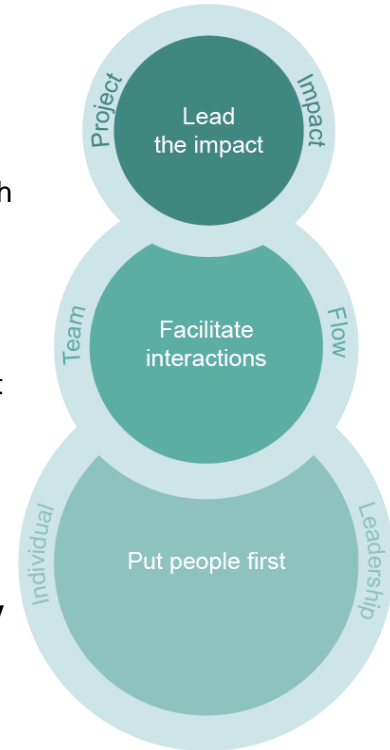
Projects consist of people and are created by people. Projects are dynamic in nature and are constantly changing. The project leadership needs to account for this to ensure stakeholder satisfaction.

## WHAT

A collaborative project leader possesses the ability to use domain knowledge to provide answers in the project and ask the right questions. At the same time, the collaborative project leader is capable of facilitating a people process with high energy in interactions. He or she utilizes knowledge from cross functional subject matter experts and solve complex project problems in the process to drive impact creation.

## HOW

- 1. Lead the impact - Be hard on impact and flexible on deliverables.** Define the impact case with team members, management and key stakeholders through the Impact Solution Design process. Ensure that everyone on the team understands and accepts the impact objectives and how each deliverable taps into them. If a deliverable is delayed, don't ask: "What went wrong?" but "How will this affect the impact case?" and "What can we learn from this going forward?"
- 2. Facilitate interactions - Energize team and key stakeholders with great facilitation and domain insight.** It is impossible to play every instrument yourself. The trick is to involve the relevant people and make the objectives visual. Let the team members influence the process as long as it supports the project's impact case. Use visual methods to ensure that everyone is "playing from the same score".
- 3. Put people first - Create purpose, autonomy and mastery for the team and key stakeholders.** Create purpose and meaning for each individual. Every team member should know that they are included because the project needs their specific skills and that they are essential for the overall objectives. Tell them: "We can make a difference because of the specific skills you bring to the project."



Be a collaborative project leader with a “people first” approach to drive the project forward.



# Reflective and adaptive behavior

## WHY

One of the most important leadership skills is the leader's adaptive competency. The ability to react swiftly and intelligently to whatever changes he or she might face. Having a personal drive and at the same time an ability to keep an eye on what happens when you act. In order to act swiftly and focused you also need to know who you are. You need to be conscious of what you do, why you do it and be able to read and learn from the consequences of your actions. At the same time you have to be able to read other people and their reactions. Enabling you to adjust your approach tap into their underlying motivational drivers and to make them follow you.

## WHAT

The reflective and adaptive mindset points out three states of mind that the active project owner and the collaborative project leader should subscribe to. Three focus areas to embrace in order to leverage your leadership.



## HOW

1. **Say yes to the mess - Embrace the changing environment.** As a leader you must change your perception of uncertainty from being a threat to being a possibility. Projects are learning journeys and new insight changes the project all the time. You need to seize and exploit this for the benefit of the project.
2. **Embrace key stakeholders - Understand and act on key stakeholder behaviour.** Develop a mindset where you see any contact or disturbance as an opportunity to lead. When you're approached, ask: "How can I help you?". Make sure that everybody has the same comprehension of the situation. Further the case by deciding what should be done and by whom. Finally, ask: "Is there anything else I can do for you?"
3. **Know yourself - Be reflective in action.** Great leaders are able to adapt to the situation in real-time. You should reflect upon the dynamic as it happens to enable this skill. But also to apply it after action. Consider what went well and why as well as what went less well and could be changed next time. Knowing yourself and your own leadership model will help you to enhance this important skill.

Apply a **reflective and adaptive** behavior – say yes to the mess.



Sanity check #3

Could you replace the  
project leader with the  
project owner tomorrow?



Local translation of Half Double is the key



# Local translation requires a Half Double mindset and continuous reflection

METHOD

TOOLS

1

Build a **Half Double mindset** to initiate the Half Double approach

## Conditions, mindset and prerequisites

MINDSET	PREREQUISITES
Managerial change willingness	1. Executive management sponsor agree
	2. Project owner engages with the project 3 hours biweekly
Openness to work differently	3. Project manager and the team is allocated 60% and colocated
Capability to actively translate methodology	4. Experienced and proven project manager is hand picked
Strategic importance to drive behavioural change	5. PMO operates as an active co-player (20%)
	6. Pick early stage project to influence impact solution design
People before systems	7. Willingness to adjust governance model (gates and templates)

2

Customize governance to ensure flow

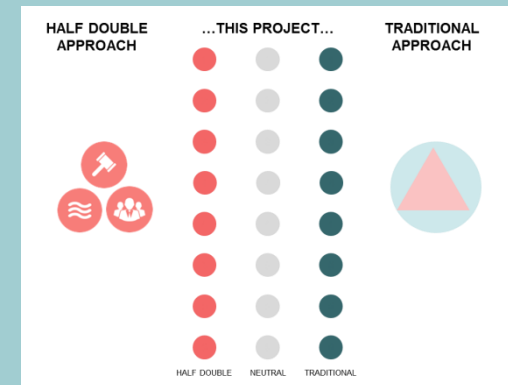
## Governance customization

People who can ensure the customization	Main areas for customization
<ul style="list-style-type: none"> <li>Senior executive sponsor</li> <li>The active project owner</li> <li>Project manager</li> <li>PMO</li> <li>Key stakeholders</li> </ul>	<b>Reporting processes</b> From formal reporting to physical presence
	<b>Gate processes</b> From non-negotiable criteria to flexibility in the criteria
	<b>Decision structure and roles</b> From formal roles and processes to trust based decision making

3

Anchor the **Half Double practice** to pave the way for new results

## Half Double reflective tool



Principle: There is no one-size-fits-all.





# Build a Half Double mindset to initiate the Half Double approach

## WHY

Current practice will lead to current results. The new Half Double practice will lead to new results. We need to build a Half Double mindset with key stakeholders early to change the current way we lead projects in the organization.

## WHAT

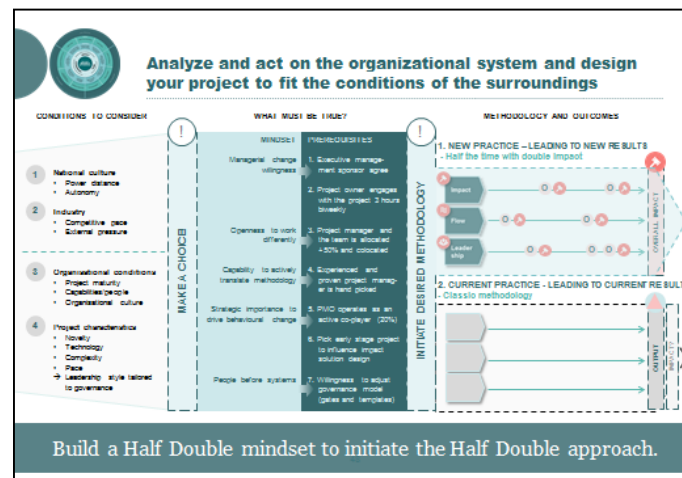
A tool for dialogue on conditions to consider with management before project initiation.

The tool help to identify the current mindset of the organization and where to direct change efforts in terms of mindset and attitude.

Based on the dialogue practical prerequisites can be used as “proof” of willingness and supporting mindset.

## HOW

1. Gather key stakeholder such as upper management, project sponsor, project owner, portfolio management office and project leader to identify and discuss conditions to consider for building a Half Double mindset
2. Assess current mindset and where to direct change efforts
3. Discuss practical prerequisites to support the mindset
4. Conclude on actions to be addressed



Build a Half Double mindset to initiate the Half Double approach.

# Build a Half Double mindset to initiate the Half Double approach

## CONDITIONS TO CONSIDER

- 1 **National culture**
  - Power distance
  - Autonomy
- 2 **Industry**
  - Competitive pace
  - External pressure
- 3 **Organizational conditions**
  - Project maturity
  - Capabilities/people
  - Organizational culture
- 4 **Project characteristics**
  - Novelty
  - Technology
  - Complexity
  - Pace

→ Leadership style tailored to governance

MAKE A CHOICE!

## WHAT MUST BE TRUE?

### MINDSET

Managerial change willingness

Openness to work differently

Capability to actively translate methodology

Strategic importance to drive Behavioral change

People before systems

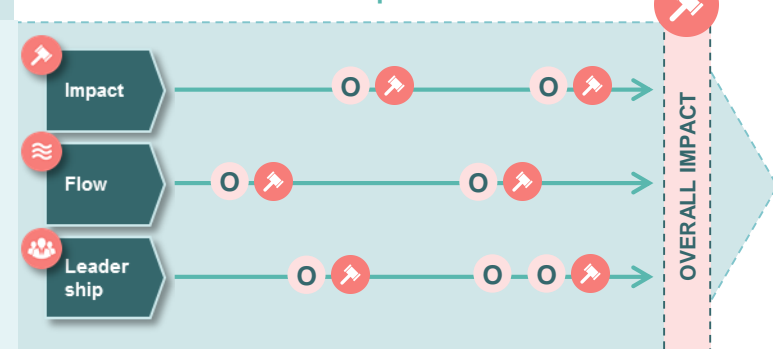
### PREREQUISITES

1. Executive management sponsor agree
2. Project owner engages with the project 3 hours biweekly
3. Project leader and the team is allocated +50% and co-located
4. Experienced and proven project manager is hand picked
5. PMO operates as an active co-player (20%)
6. Pick early stage project to influence impact solution design
7. Willingness to adjust governance model (gates and templates)

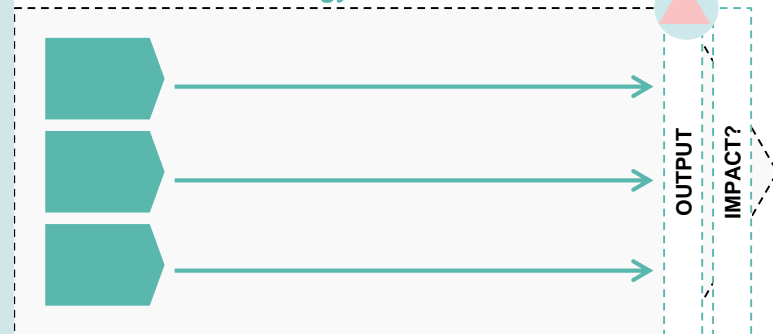
INITIATE DESIRED METHODOLOGY

## METHODOLOGY AND OUTCOMES

### 1. NEW PRACTICE – LEADING TO NEW RESULTS Half the time with double impact



### 2. CURRENT PRACTICE – LEADING TO CURRENT RESULTS - Traditional methodology



Build a Half Double mindset to initiate the Half Double approach.



# Customize governance to ensure flow

## WHY

The uniqueness of the project must be handled on a broader organizational level to ensure the freedom to maneuver and to enhance flow. The local governance and project execution standards are therefore assessed to identify whether there is a fit between the needs of the project and the set standards or whether it would be beneficial to deviate from certain standards to ease progression and realize the Impact Solution Design. Having this dialog in advance is crucial.

## WHAT

A process initiated with the project owner and project leader, in close collaboration with the PMO. The PMO is important as they are responsible for handling many of the governance routines.

## HOW

The customization process is carried out in four steps:

1. Analyze the project and assess where it is important to adjust the existing governance routines to promote success. Be aware of the potential change management challenges associated with the project.

2. Consider what these adjustment requirements mean in the context the project is to be implemented in. If the organization prioritizes control, then consider how to prioritize dialog rather than status reports and trust before control.
3. Anchor with key people and involve key stakeholders and management to handle rigid rules that prevent project progress and support customizing the governance towards the Half Double principles. The PMO should operate as an active co-player in the project (allocated 20%)
4. Draw up a plan for how concrete changes are made in the most important governance areas, for example, reporting, gate processes, decision structures and roles.

People who can ensure the customization	Main areas for customization
<ul style="list-style-type: none"><li>• Senior executive sponsor</li><li>• The active project owner</li><li>• Project manager</li><li>• PMO</li><li>• Key stakeholders</li></ul>	<b>Reporting processes</b> From formal reporting to physical presence
	<b>Gate processes</b> From non-negotiable criteria to flexibility in the criteria
	<b>Decision structure and roles</b> From formal roles and processes to trust based decision making

Customize governance by creating trust.



# Customize governance to ensure flow

INVOLVE THE PEOPLE WHO CAN REALIZE THE CHANGE AND CO-CREATE THE CHANGES

## People who can ensure the customization

- Senior executive sponsor
- The active project owner
- Project manager
- PMO
- Key stakeholders

## Main areas for customization

### Reporting processes

From formal reporting to physical presence

### Gate processes

From non-negotiable criteria to flexibility in the criteria

### Decision structure and roles

From formal roles and processes to trust based decision making

Customize governance by creating trust.



# Half Double reflective tool for local translation

## WHY

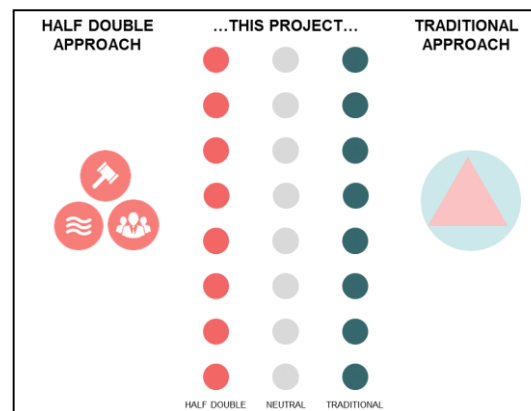
Current practice will lead to current results. The new Half Double practice will lead to new results. We need to reflect and follow up on the new approach to support the ongoing change of practice and anchor the Half Double methodology in the organization.

## WHAT

A simple tool for continuous reflections and learning as change occurs along the way in the project.

## HOW




























1. Gather key stakeholder such as project sponsor, project owner, project leader and core team members to evaluate the project approach
2. Assess each of the 8 parameters as objectively as possible and conclude on a rating
3. Consider which parameters need to change to ensure project impact and stakeholder satisfaction
4. Conclude on actions to be addressed



Anchor the Half Double practice to pave the way for new results.



# Half Double reflective tool for local translation: Are we truly Half Double?

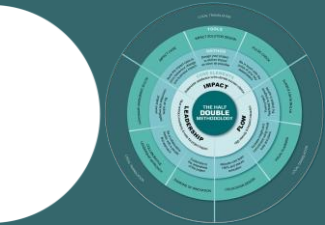
	HALF DOUBLE APPROACH	...THIS PROJECT...			TRADITIONAL APPROACH
	Trust and relationships as main driver				Contract and quality/time/cost as main driver
	Adaptable to changes but focused on impact creation and stakeholder satisfaction				Early predictability in cost and specifications
	High intensity in the project and weekly progression				Operational needs and hierarchy before the project
	Intense and common session with deep dive work to handle complexity				Individual work when time allows
	An active and committed project owner to support the project and ensure stakeholder satisfaction				Formal and remote steering committees with accuracy and predictability as primary need
	Collaborative project leader with people focus to drive impact creation				Project manager focused on technical issues and systems to handle the project
	Flexibility in governance and execution model to empower people and impact in gate decisions				Rules and standardized best practices before the needs of the specific project
	Upper management sponsorship as key player in the change				No need to disturb upper management (work under the radar)
		HALF DOUBLE	NEUTRAL	TRADITIONAL	

Anchor the Half Double practice to pave the way for new results.



## Sanity Check #4

Are we truly Half Double  
or are we doing as  
we always do?



# Appendix



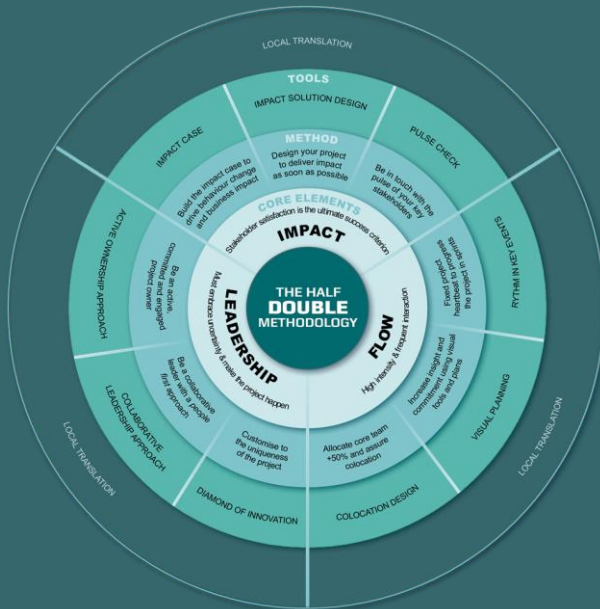
# PROJECT HALF DOUBLE

Principle: Key stakeholder satisfaction is the ultimate success criteria

Principle: High intensity and frequent interaction

Principle: Leadership must embrace uncertainty and make the project happen.

**The Half Double Methodology**  
focus on 9 methods to reduce the time to impact in projects



METHOD

1 Use the impact case to drive behavioral change and business impact

TOOLS

## Impact case & Impact tracking



METHOD

4 Allocate core team +50% and assure co-location. Reduce complexity in time and space to free up time to solve complex problems

TOOLS

## Co-location design to support intensity



METHOD

7 Be an **active, committed and engaged project owner** to support the project and ensure stakeholder satisfaction.

TOOLS

## Active ownership behavior



2

Design your project to deliver impact as soon as possible with end users close to the solution

## Impact Solution Design



5

Define a fixed project heartbeat to progress the project in sprints

## Rhythm in key events

Key events	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
1 Sprint planning (core team)												
2 Daily stand-up (core team)												
3 Weekly solution feedback (SME)												
4 Plan next week (core team)												
5 Review sprint solution (project owner)												
6 Pulse check feedback												

8

Be a **collaborative project leader** with a "people first" approach to drive the project forward.

## Collaborative leadership behavior



3

Be in touch with the Pulse of your key stakeholders on a monthly basis

## Pulse check



6

Increase insight and commitment using visual tools and plans to support progression

## Visual planning and project visuals



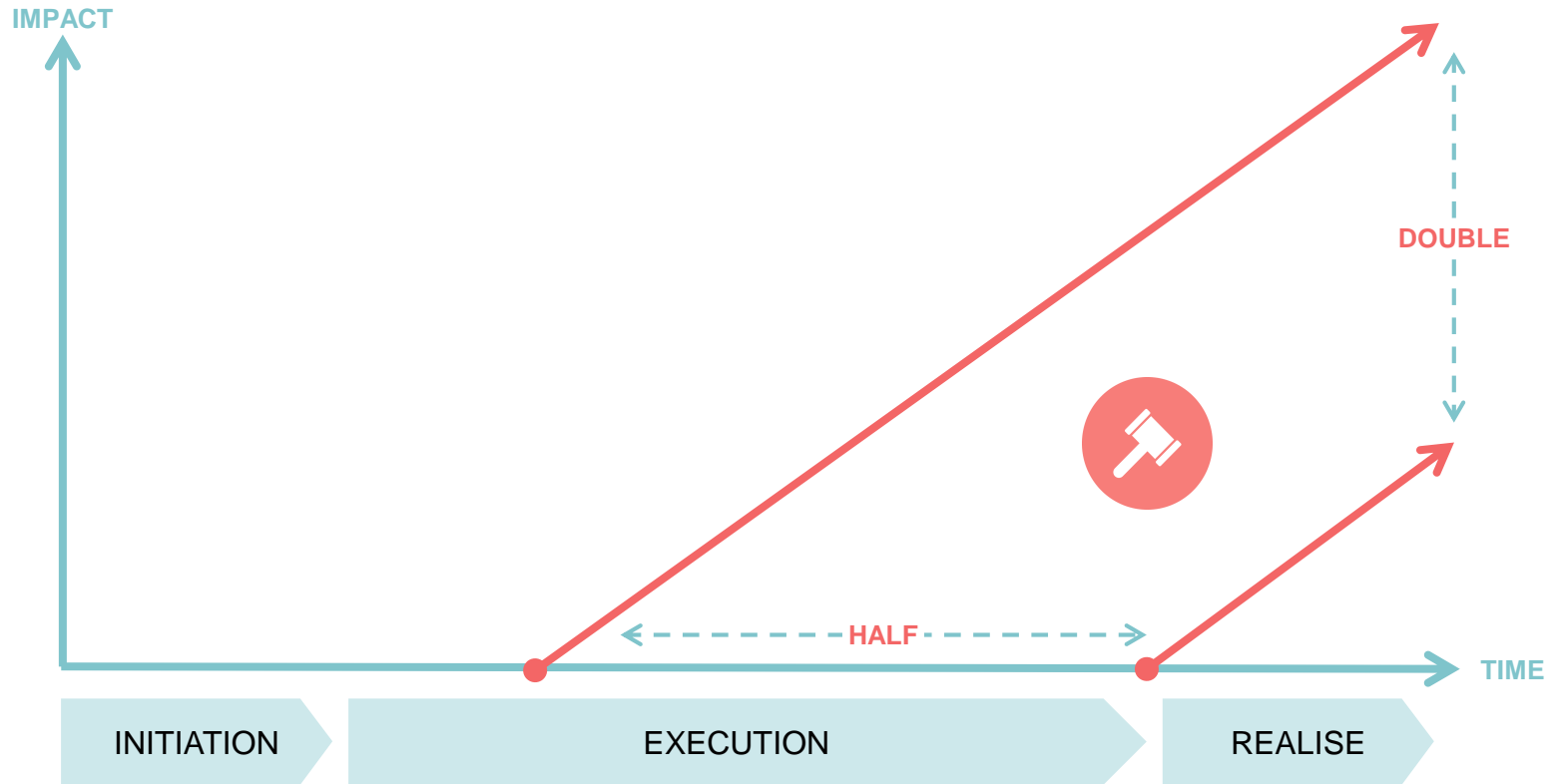
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Apply a **reflective and adaptive mindset** – say yes to the mess.

## Reflective and adaptive behavior



# HALF the time to impact creation will DOUBLE the impact



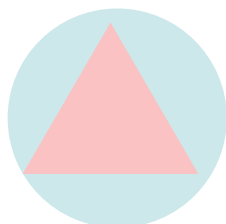
## MINDSET

Half Double projects are characterized by creating impact while they are being executed. We put a huge effort into reducing the time to impact by releasing valuable bits of the project solution as early as possible. Each bit will trigger impact. Hence ***Double the impact in half the time!***



# The Half Double sweet spot – a perfect fit for transformation projects

## PRE-DEFINED PROJECTS



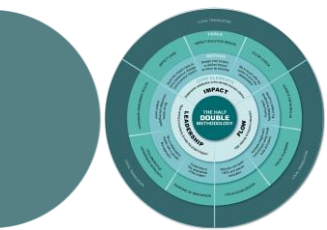
HARD	PARAMETER	SOFT
Objectives clearly defined	GOAL CLARITY	Objectives highly ambiguously defined
Physical artefact	GOAL TANGIBILITY	Abstract concept
Only quantitative measures	SUCCESS MEASURE	Only qualitative measures
Not subject to external influences	PROJECT PERMEABILITY	Highly subject to external influences
Refinement of single solutions	NUMBER OF SOLUTION OPTIONS	Exploration of many alternative solutions
Expert practitioner, no stakeholder participation	PARTICIPATION PRACTITIONER ROLE	Facilitative practitioner, high stakeholder involvement
Values technical performance and efficiency, manages by monitoring and control	STAKEHOLDER EXPECTATIONS	Values relationships, culture and meaning, manages by negotiation and discussion

## TRANSFORMATION PROJECTS



Source: Atkinson, Crawford & Ward, 2006

Build a Half Double mindset to initiate the Half Double approach.



# My personal reflections

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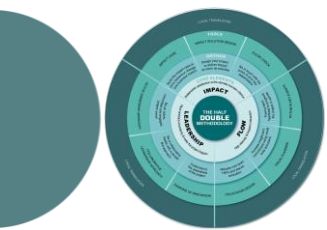
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# My personal reflections

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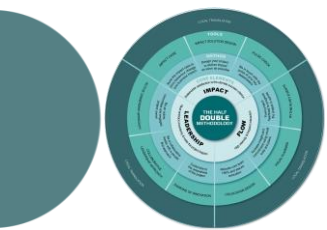
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# My personal reflections

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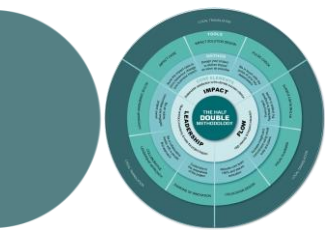
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## My personal reflections