High Level Research Findings from
Project Half Double

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Introduction

The mission of Project Half Double is to develop a project methodology that can increase the impact and speed of projects. Overall, the goal is to deliver "Projects in half the time with double the impact" where projects in half the time should be understood as half the time to impact (benefit realization, effect is achieved) and not as half the time for project execution.

Implement Consulting Group is running Project Half Double in collaboration with a number of companies as well as The Danish Industry Foundation that supports the project financially.

Aarhus University is engaged in the project with the overall task of evaluating the implementation of the new Half Double Methodology and document its potential impact in a number of pilot projects.

In this booklet, the research team briefly presents the high level reseach findings of Project Half Double.

Content

What is the Half Double Methodology?

In its essence, the Half Double Methodology focuses on three core elements:

•   Impact
•   Flow
•   Leadership

Combined, the three elements reduce time to impact, keep the project in motion and promote leadership of people rather than management of technical deliverables.

Each core element puts forward a principle, which is linked to a method and supported by a concrete tool – a specific instrument. All core elements, principles, methods and tools are surrounded by a circle of local translation – aiming to ensure that the Half Double Methodology is implemented in a suitable way to match the uniqueness of the project specific context.

In this booklet, the research team briefly presents the high-level findings of Project Half Double.

Learn more about the Half Double Methodology:
projecthalfdouble.dk

The Half Double Methodology wheel:

LOCAL TRANSLATION (outer ring)

TOOLS (middle ring)
- IMPACT SOLUTION DESIGN
- PULSE CHECK
- RYTHM IN KEY EVENTS
- VISUAL PLANING
- CO-LOCATION DESIGN
- REFLECTIVE AND ADAPTIVE MINDSET
- COLLABORATIVE LEADERSHIP APROACH
- ACTIVE OWNERSHIP APROACH
- IMPACT CASE

METHOD
- Design your project to deliver impact as soon as possible
- Be in touch with the pulse of your key stakeholders
- Set a fixed project heartbeat to progress the project in sprints
- Increase insight and commitment using visual tools and plans
- Allocate core team + 50% and ensure co-location
- Apply a reflective and adaptive mindset
- Be a collaborative leader with a people first approach
- Be an active, committed and engaged project owner
- Build the impact case to drive behaviour change and business impact

CORE ELEMENTS
Stakeholder satisfaction is the ultimate criterion

- IMPACT — Stakeholder satisfaction is the ultimate criterion
- FLOW — High intensity and frequent interaction
- LEADERSHIP — Must embrace uncertainty and make the project happen

THE HALF DOUBLE METHODOLOGY (center)

FIGURE 1: THE HALF DOUBLE METHODOLOGY

High level reseach findings

The research team has identified a number of important findings from Project Half Double, which are outlined in the following pages.

9 | Pilot projects

9 | Organizations

5 | High level research findings

6 | Types of projects

Finding 1: Applying the Half Double Methodology works

The Half Double Methodology has been tested in nine organizations and works in seven out of nine. Thus, the overall conclusion is that the Half Double Methodology can lead to higher impact from the pilot projects compared to similar reference projects in the same organization.

Furthermore, eight out of nine pilot projects have fulfilled their project success criteria either fully or partly. These results are shown in Figure 2.

We consider the results promising with eight out of nine projects fulfilling their project success criteria, which appears to be a high score compared to mainstream results from project

successes. The slightly lower result for the impact from the Half Double Methodology is expected as this is introducing a new methodology into many organizations and various results should be expected. Therefore, seven out of nine is in fact a good score. Even the Grundfos product development project not fulfilling the two areas above should not be seen as a failure as it is part of any product development process to have many opportunities in the pipeline and to select the projects, which best maximize the portfolio.

COMPANY	PROJECT TYPE	IMPACT FROM HALF DOUBLE METHODOLOGY	FULFILLING PROJECT SUCCESS CRITERIA
Grundfos	Product Development	● (low)	● (low)
Siemens	Product Development	● (low)	● (medium)
Lantmännem Unibake	Market and Product Development	● (high)	● (medium)
Coloplast	Supply Chain Project	● (high)	● (high)
Novo Nordisk	IT Project	● (high)	● (high)
GN	E-commerce Project	● (high)	● (medium)
Velux	Organizational Change	● (high)	● (high)
FoodService Danmark	Supply Chain Project	● (high)	● (high)
SAS	Supply Chain Project	● (medium)	● (high)

● High impact/fulfilled   ● Medium impact/partially fulfilled   ● Low impact/not fulfilled

FIGURE 2: OVERVIEW OF PROJECT HALF DOUBLE RESULTS

Finding 2: Sweet spots are where the project type and size match the methodology

The Half Double Methodology works well in different types of projects. These are referred to as sweet spots. The results of an analysis of the project performance as well as project type and size are illustrated in Figure 3.

The figure shows that the sizes and types of projects to the upper right deliver better results than the projects in the lower left corner. As can be seen, seven out of the nine pilot projects are above the dotted line. Among these better Half Double projects are all (6) small scale projects and all (3) supply chain projects. In the "dark blue" category above and to the right of the dotted line is also one medium-sized information technology project, one organizational change project, one

e-commerce project and one market and product development project. The two "light blue" pilot projects below and to the left of the dotted line are both engineering product development projects: one medium-sized and one large scale.

Taken together, results show that the Half Double Methodology seems to work in many different types of projects and especially well in small size projects – concerning supply chain projects, the evidence is especially strong. On the other hand, in large-scale engineering product development projects the methodology has difficult circumstances.
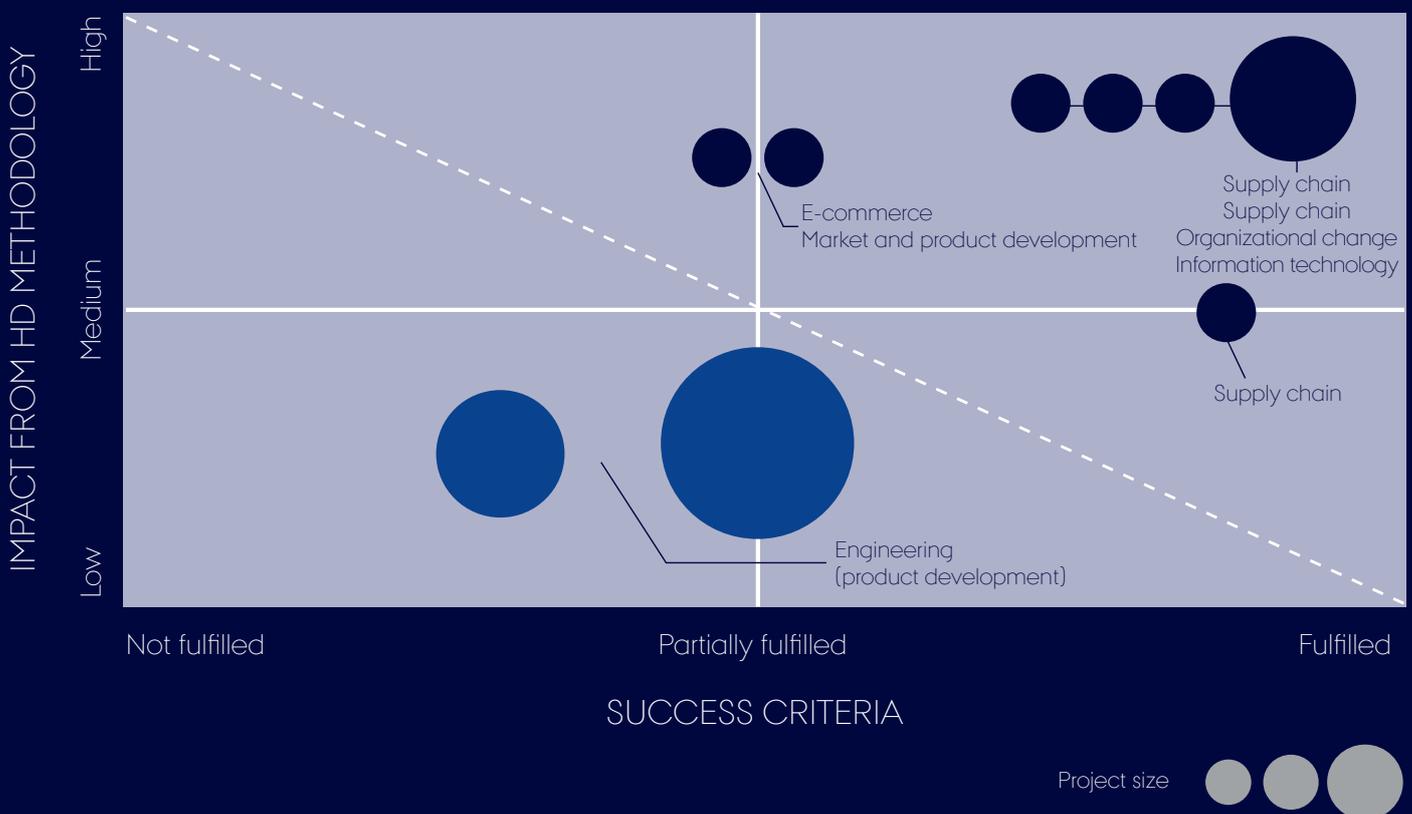

IMPACT FROM HD METHODOLOGY — High / Medium / Low

E-commerce
Market and product development

Supply chain
Supply chain
Organizational change
Information technology

Supply chain

Engineering
(product development)

Not fulfilled · Partially fulfilled · Fulfilled

SUCCESS CRITERIA

Project size

Finding 3: Powerful practices make a difference

Results show that Half Double changes practice. In general, all pilot projects are Half Double projects – and in average, comparable projects in the same organization run business as usual and do not use Half Double practices. These findings suggest that the Half Double initiative delivers on its promise: to develop a new project management methodology capable of transforming practice.

In specific, some practices stand out more than others. Table 1 lists especially powerful practices as well as the principles behind them and their empirical evidence: support is found in a significant proportion of the seven "dark blue" pilot projects and in none of the two "light blue" projects (see Figure 3).

As Table 1 shows, an especially powerful practice is the flow practice, short and fat projects, which means having a core project team work intensively for a short period of time rather than having long project periods with many people allocating a small proportion of their time. This practice makes a difference in five of the seven dark blue pilot projects, and in neither of the two light blue pilot projects.

Other important practices that make a difference in at least four of the seven dark blue pilot projects are: Impact Case (building an impact case to drive behavioral change and business impact), Impact Solution Design (designing a project to deliver impact as soon as possible), and Pulse check (being in touch with key stakeholders).

Finally, an important leadership practice is an active and engaged steering committee (project owner) that supports the project through development and sparring instead of monitoring and control. This practice called Chaos Committee makes a difference in at least four of the seven dark blue projects and in neither of the two light blue projects.

Taken together, these findings suggest a relation between the practices that change project management in the dark blue pilot projects and their better performance: therefore, we call them powerful practices.

HD PRINCIPLE	HD PRACTICE	CHANGE IN PM PRACTICE
Flow	Short and fat projects	●●●●●
Impact	Impact case	●●●●
Impact	Impact solution	●●●●
Impact	Pulse check	●●●●
Leadership	Chaos Committee	●●●

TABLE 1: POWERFUL PRACTICES

Finding 4: Simplicity is a keyword for the Half Double Methodology

There is a growing tendency that best practices and de facto standards are increasing in size and scope. Some prominent examples are shown in Table 2.

It is easy to get lost and not being able to see the forest through the trees. Here, the Half Double Methodology has taken another route to design a minimalistic methodology consisting of the wheel (see Figure 1) and the Half Double Book on less than 100 pages.

However, the trade-off is that the project core teams, project managers and project owners need to be highly skilled as reflective practitioners.

SOURCE	PAGES
Half Double Methodology	100
Project Management Body of Knowledge (PMBOK) sixth edition with agile practice guide	978
AXELOS Managing Successful Projects with PRINCE2 (2017 edition)	405
Individual Competence Baseline (ICB) for project, programme and portfolio management	416

TABLE 2: COMPARING PROJECT MANAGEMENT METHODOLOGIES

FIGURE 4: PROJECT EVALUATION FRAMEWORK WITH FIVE DIMENSIONS

Finding 5: Multi-faceted evaluation is part of the learning process

Project evaluation is the process of systematically gathering empirical data and contextual information about an intervention project, which specifically answers what, who, how, whether, and why and that will assist in assessing projects' planning, implementation and/or effectiveness.

Project Half Double has established a comprehensive multi-faceted evaluation framework in order to provide sound empirical evidence of using the Half Double Methodology. The evaluation framework is shown below.

The framework consists of five dimensions, which can be evaluated: (1) Classical Iron Triangle, (2) Specific Success Criteria, (3) Learning (4) Internal Benchmarking and (5) External Benchmarking – where internal/external relates to the organizational boundary.

The framework is generally applicable to project evaluation and can be used at program and portfolio level as well.

Classical Iron Triangle

Specific Success Criteria

LEARNING

Internal Benchmarking
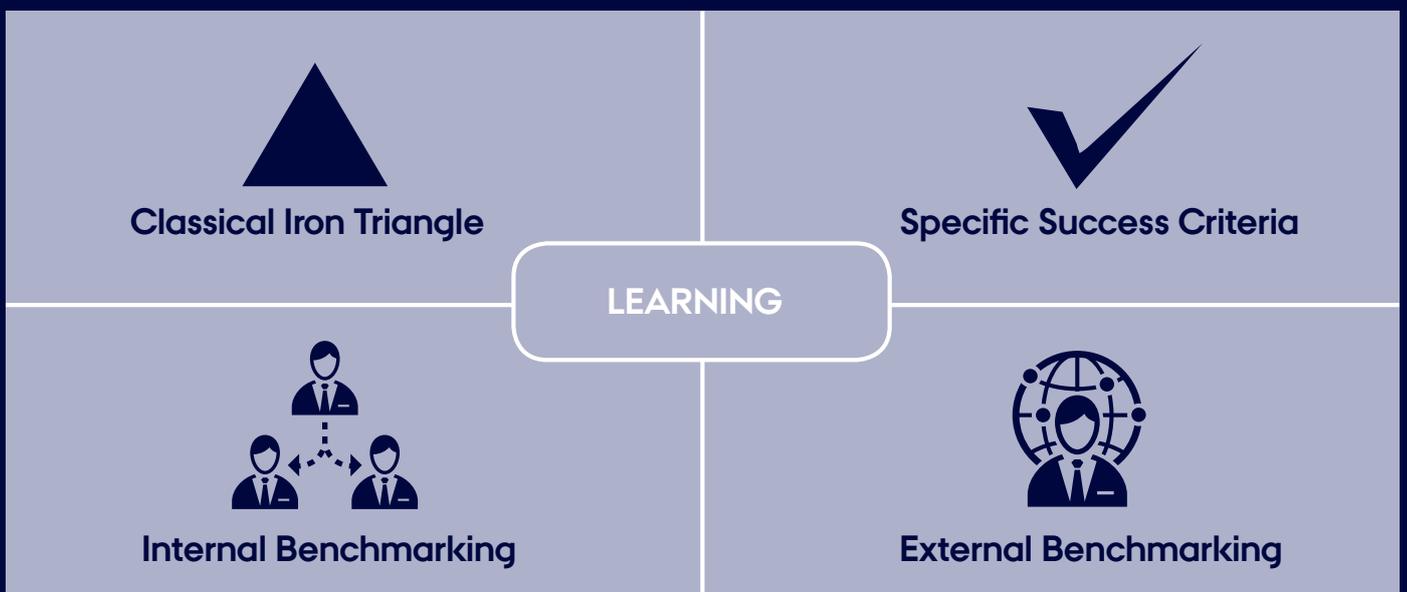
External Benchmarking

FIGURE 4: PROJECT EVALUATION FRAMEWORK WITH FIVE DIMENSIONS

Brief about the research process

The research process started in the summer 2015. Since then, the research team has collected data in nine organizations about 36 projects. We typically map a pilot project and three comparable reference projects by doing interviews and collecting documents about the projects as well as discussing the findings with project participants.

This booklet is therefore based on comprehensive qualitative and quantitative data where the high-level findings express the overall findings; however, the intermediate results are left out including detailed findings related to each organization and pilot project. It is not possible to present and discuss details about the research process and the limitations identified in a brief booklet of this size. Please refer to the three Project Half Double reports and seven academic publications for further information.

Literature

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