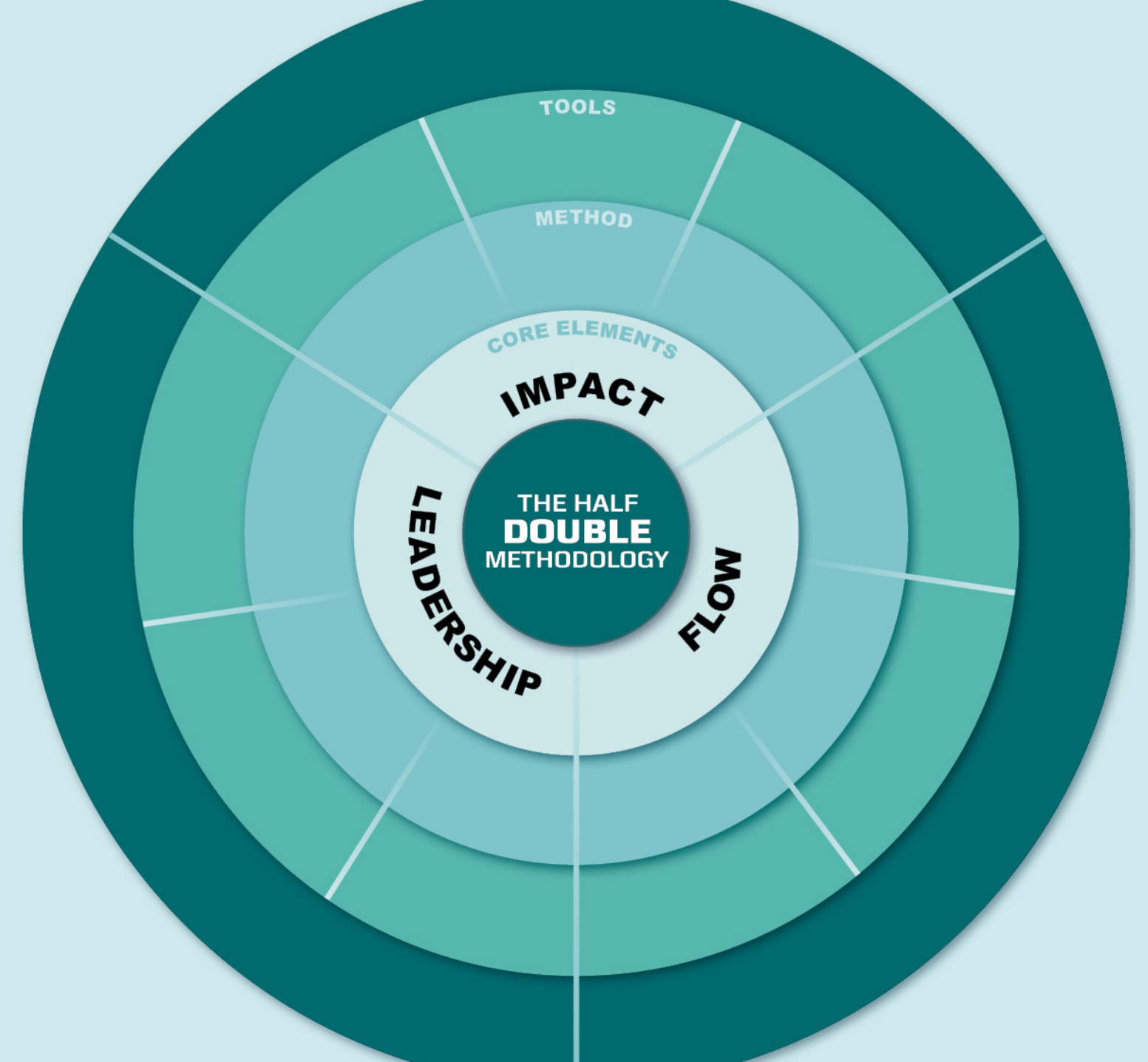## Chapter 2

So what does the future look like? We call it Half Double

The assumptions on which we currently base our project management practice are no longer applicable. We must rethink our approach.

How can we take our current understanding of how the world works and transform it into a new take on projects?

Can we find a new way to define project success – and how do we realize it?

What measures do we need to take in order to change our existing work methods?

We need a paradigm change

We need to change...

› *from focusing on the triple constraint to focusing on impact*
› *from an agile breakdown of deliverables to a flow in impact*
› *from management to leadership*

We aspire to accommodate and capture these changes through the Half Double methodology. A methodology conceptualized through research and compiling best practice approaches. It is a project leadership approach based on actual human behavior, unpredictability, and complexity rather than assumptions of rationality and predictability. Acknowledging that times have changed, that the external environment is becoming more and more turbulent, that performance requirements are rising, and that there is an increasing need to accept continuous change and chaos as fundamental premises. We're not rejecting the traditional project management tools and methods. Rather, we're building on them and adapting them wherever needed in relation to the current situation.
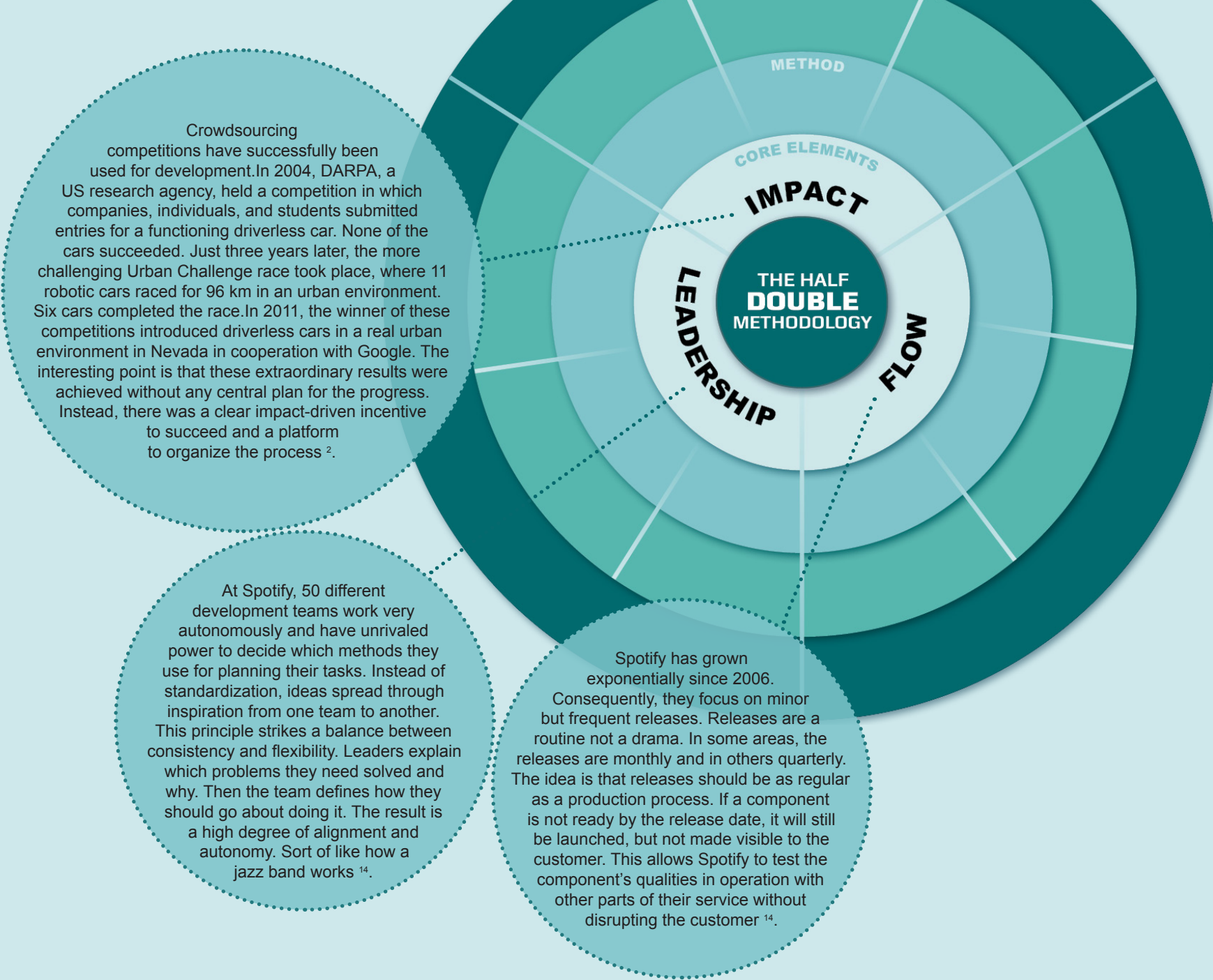
This new approach must be able to handle today's accelerating pace, increasing degree of novelty, and endless possibilities

The Half Double methodology proposes that we enhance our focus on three core elements: impact, flow, and leadership. Impact to ensure we focus on the change the project was set in motion to create. Flow to reduce the time from idea to impact. And leadership to enhance the focus on involvement, bring out the best ideas, and achieve stakeholder satisfaction through co-creation. This requires a new approach to project leadership. In short, we aspire to innovate the field of project leadership and find a new project management model with a clear and simple vision:

To *double* the impact in *half* the time

Innovation is the only way to win

Steve Jobs

Crowdsourcing competitions have successfully been used for development.In 2004, DARPA, a US research agency, held a competition in which companies, individuals, and students submitted entries for a functioning driverless car. None of the cars succeeded. Just three years later, the more challenging Urban Challenge race took place, where 11 robotic cars raced for 96 km in an urban environment. Six cars completed the race.In 2011, the winner of these competitions introduced driverless cars in a real urban environment in Nevada in cooperation with Google. The interesting point is that these extraordinary results were achieved without any central plan for the progress. Instead, there was a clear impact-driven incentive to succeed and a platform to organize the process [2].

At Spotify, 50 different development teams work very autonomously and have unrivaled power to decide which methods they use for planning their tasks. Instead of standardization, ideas spread through inspiration from one team to another. This principle strikes a balance between consistency and flexibility. Leaders explain which problems they need solved and why. Then the team defines how they should go about doing it. The result is a high degree of alignment and autonomy. Sort of like how a jazz band works [14].

Spotify has grown exponentially since 2006. Consequently, they focus on minor but frequent releases. Releases are a routine not a drama. In some areas, the releases are monthly and in others quarterly. The idea is that releases should be as regular as a production process. If a component is not ready by the release date, it will still be launched, but not made visible to the customer. This allows Spotify to test the component's qualities in operation with other parts of their service without disrupting the customer [14].

METHOD

CORE ELEMENTS

IMPACT

LEADERSHIP

FLOW

THE HALF **DOUBLE** METHODOLOGY

The Half Double methodology represents a new approach to project leadership

Impact

The Half Double methodology encourages a change of focus from the triple constraint to impact. We carry out projects to achieve an impact and deliverables are simply milestones on the road. The idea is to take home the winnings continuously throughout the project, thereby reducing the time to impact and boosting the overall effect.

Project impact is a multidimensional, strategic concept and should consider different stakeholder points of view. The methodology is a change of emphasis from specified deliverables in a fixed contract to stakeholder satisfaction. We must lead the entire business case – both cost and revenue. And the behaviour change need to create business impact.

Read more about Impact on page XX

Flow

The Half Double methodology is a change of orientation from resource optimization to flow optimization. From the agile breakdown of deliverables to a flow in impact.

Our focus is still on visual planning, but it is designed as visual impact realization. We still colocate people, but our emphasis is more on the importance of colocating the people needed to achieve the requisite behavioral change to support business impact. We still set the project heartbeat, but it is specifically designed to ensure high stakeholder involvement and satisfaction.

Read more about Flow on page XX

Leadership

Half Double is a shift from management to leadership. From contract management to trust. From compliance to commitment. In traditional project management, changes cause frustration and irritation. In the Half Double approach, we see changes as new opportunities.

All projects are comprised of people. Leading a project is not about the management of systems, but the leadership of people. In traditional project management, top management delegates responsibility for execution to the project manager. In Half Double, top management and the project owner are involved in the project process together. In a world with easy access to infinite knowledge and highly trained employees, it is important that we take advantage of all points of view. The project manager must therefore apply a collaborative leadership approach in close cooperation with an active project owner.

Read more about Leadership on page XX

How Half Double differs from traditional and agile methods
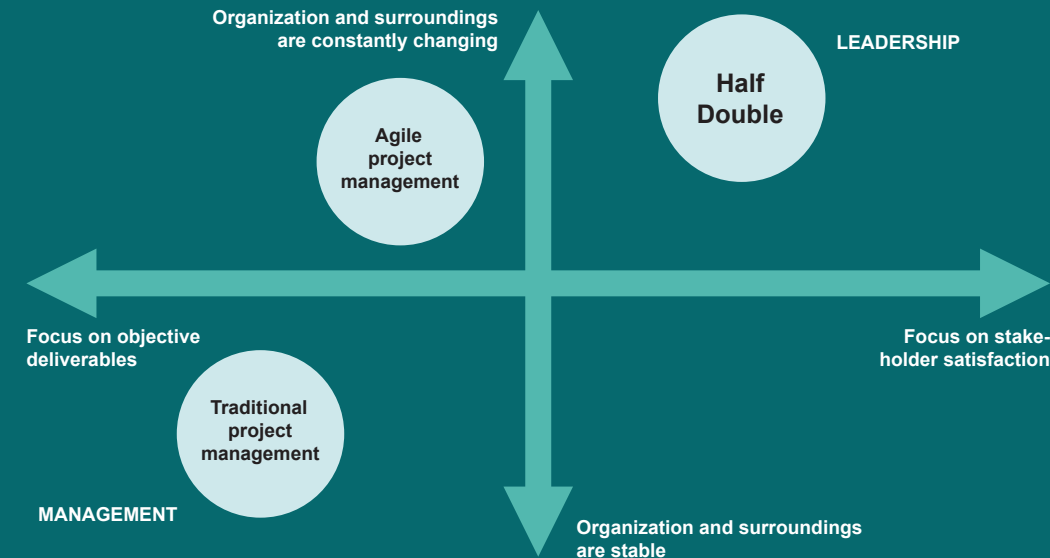
*Management is doing things right
– leadership is doing the right things*

Peter Drucker

*73.9% of project failures are due to lack of leadership*

Andy Crowe

Project success is a multidimensional, strategic concept and it should consider different stakeholder points of view. Project impact is multidimensional, including new skills, behavioral changes, and business impacts in the short, medium, and long term.

Achieving this in an environment of great uncertainty, infinite possibilities, and divergent interests, requires collaborative leadership with political flair.

This can only be done through close collaboration between an active project owner and a project leader who has strong skills in facilitation, conflict management, motivation, and leadership.
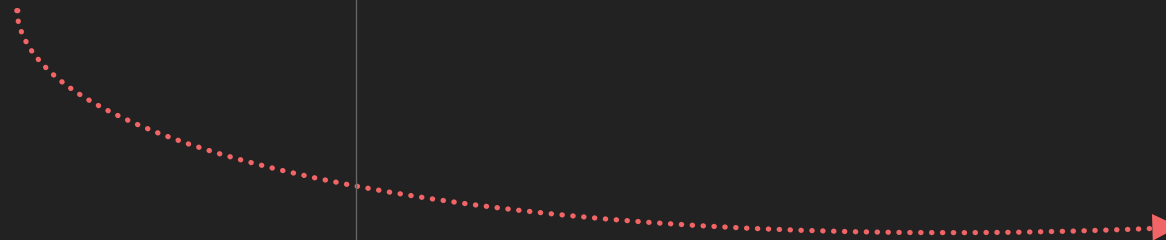
Can you relate what you've read so far to how you work on a daily basis in your own projects?
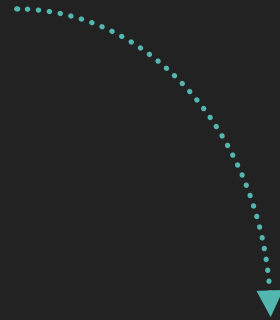
Do you feel inspired to help increase project success rates?
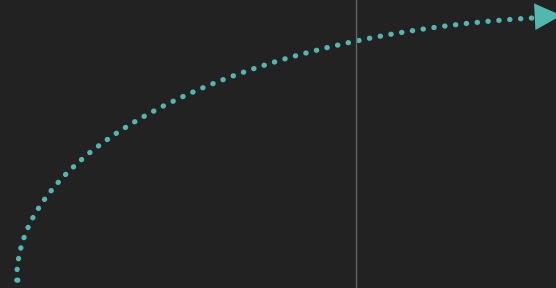
Great! Keep reading to learn how to make it happen in practice.

If no:

Take another certification and become #1950001 in the line. Good luck.

Lean did it in the 1980s

Impact [1]

Lead time reduced from 240 days to 24 hours
Production costs reduced by 50 %
Quality enhanced

DETROIT 1980

**With the HALF DOUBLE methodology
we will influence projects in the same
way LEAN influenced production**

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