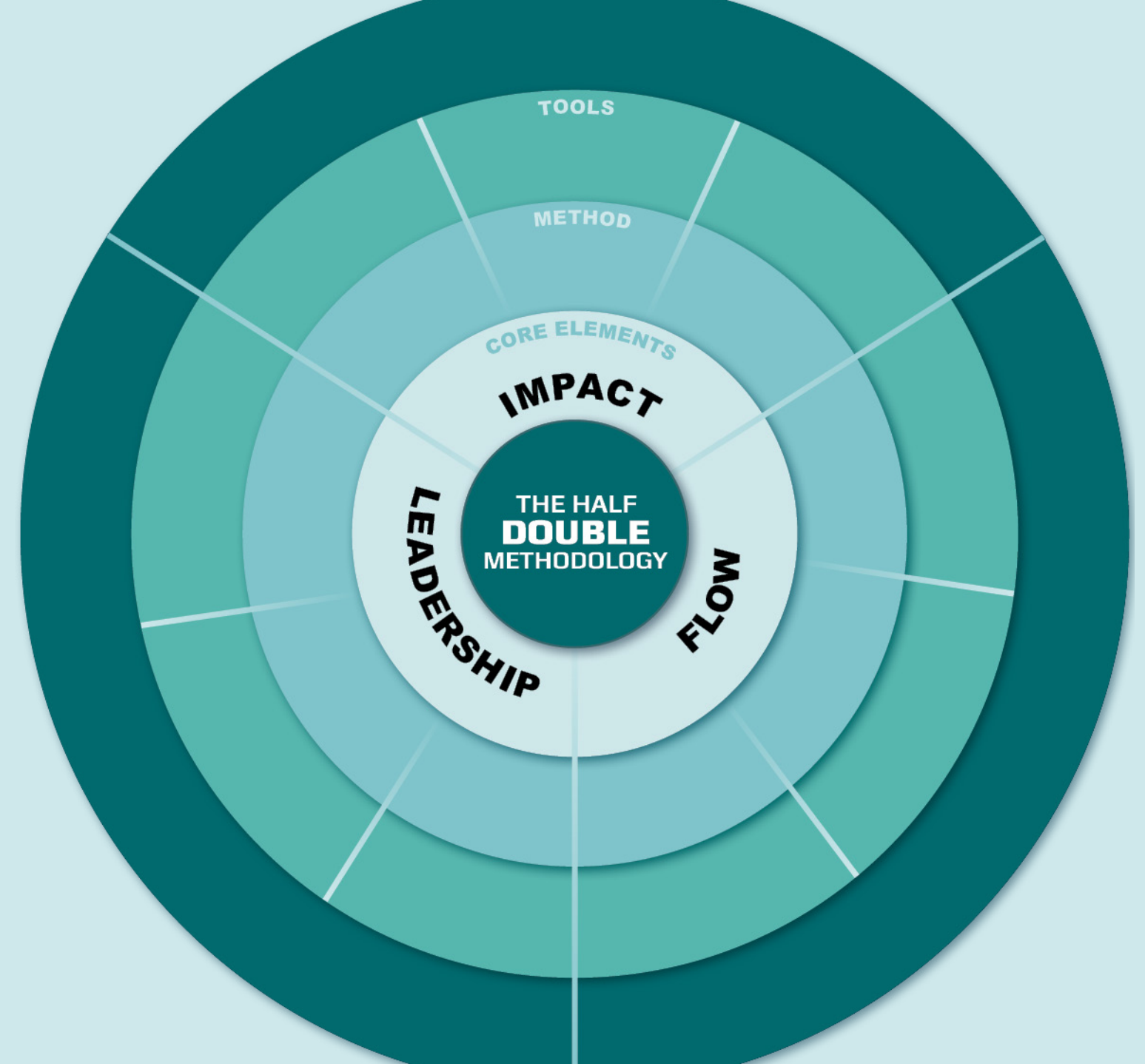


Chapter 3

The methodology

The principles to follow if you want to do projects in half the time with double the impact



The methodology – unfolded

The building blocks

At the very core of the methodology, you find the three elements that, when combined, reduce the time to impact, keep the project in motion and promote the leadership of people rather than solely the management of deliverables. Each core element puts forward a principle – a non-negotiable standard – for how we are to lead our projects.

Each principle is directly linked to a method – a proposed approach, procedure or process for bringing the principles to life in practice.

And each method is supported by a tool – a specific instrument – aimed at promoting implementation.

The concept takes us from the core elements – the non-negotiable standards we bring to all projects – to the local translation wherein we adapt the methods and tools to suit local cultures and practices. The farther we move away from the core elements and towards the outer circles, the more flexible we can be regarding which approach and tools to employ.

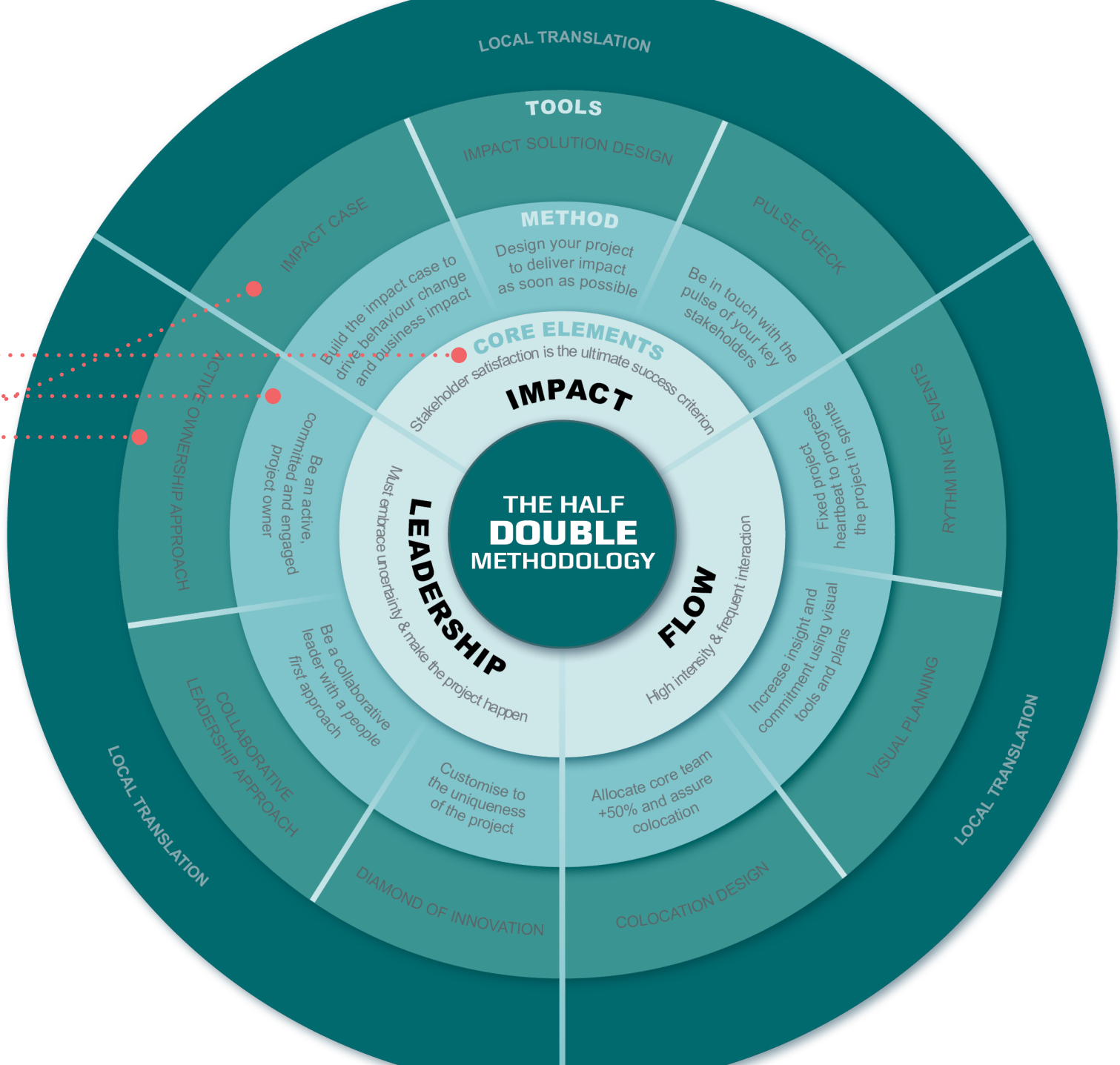
This methodology has been applied and tested in several global companies and is already used in such organizations as Novo Nordisk, VELUX, Siemens Wind Power, Grundfos, Coloplast and many more.

The starting point for subscribing to this new approach is to acknowledge that Half Double is a methodology, not a method. In other words, we reject the idea that you can apply one method in the same way in all situations.

Instead, it is a set of principles that you have to translate yourself. Principles that should be adapted to the situation at hand, with the project you are currently working on and in your organizational context. An exercise that necessitates conscious reflection, change management and collaborative leadership. The actual implementation and adaption of the Half Double methodology requires reflection and translation to work in your local context.

To give an example
The methodology encourages each project to apply an Impact Case to drive business impact and behavioral change. Having said that, it might be perfectly acceptable to apply your organization's own Benefit Map template if it is the preferred tool. However, for it to be in line with the methodology, the Business Case template must elaborate on the behavioral change needed to succeed.

The actual implementation and adaption of the Half Double methodology requires reflection and translation to work in your local context.



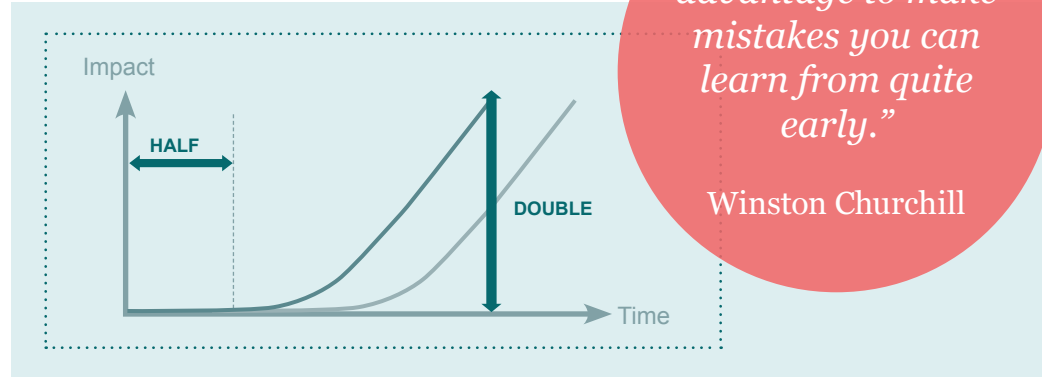
Time to dive in ...

The following chapters are designed to give you an in-depth understanding of the nine methods and the nine tools designed to help you deliver double the impact in half the time. This understanding will enable you to go out and do it yourself.

This chapter provides an overall introduction to each of the three core elements and the principles they put forward. The aspiration is for you to feel able to introduce and work on a daily basis with the core elements in your project after having read through the chapter. We also want you to feel inspired to introduce a new language and approach to colleagues and friends, which will allow you to shift the focus from deliverables to impact, from resource optimization to flow, and from the management of systems to the leadership of people.

In subsequent chapters, you will take a deep-dive into the nine methods and nine tools, which are designed to provide you with the next measures needed to translate the core elements and principles into action. This section of the book is intended to be used as a stand-alone tool which you can refer back to at any time in your given situation. For instance, if you find yourself in a project that would benefit from an enhanced focus on Impact, section XX sets out the guidelines, templates and examples needed.

IMPACT



Stakeholder satisfaction is the ultimate success criterion

We conduct projects to achieve a desired business impact

In classic project management theory, the project is designed to accommodate the iron triangle, consisting of the three constraints: time, cost and deliverables. The project is a success when the deliverables are delivered on time and within the set budget. Normally, every project method stops at the deliverables, assuming that the business impact will materialize as a consequence of delivery within the triple constraints. How a project's deliverables are transformed into impacts is, in many ways, a mysterious black box.

Have you ever wondered why the reviews of a project's successes never include the impacts, just assessments of the triple constraints? Why think solely in terms of cost and not of the business case as a whole? After all, the revenue is generally the most interesting.

Why focus on impact rather than deliverables?

There is one reason and one reason only to conduct projects, and that is to realize the desired impact. Everything else is just milestones along the way.

Projects are about improving the business and creating value for the target group. Project management is therefore about leading the entire business case. And this is why Half Double focuses on impact!

This focus has produced good results for companies that have employed the Half Double approach.

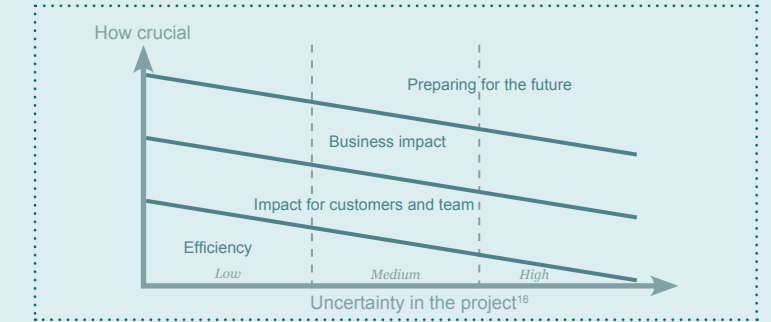
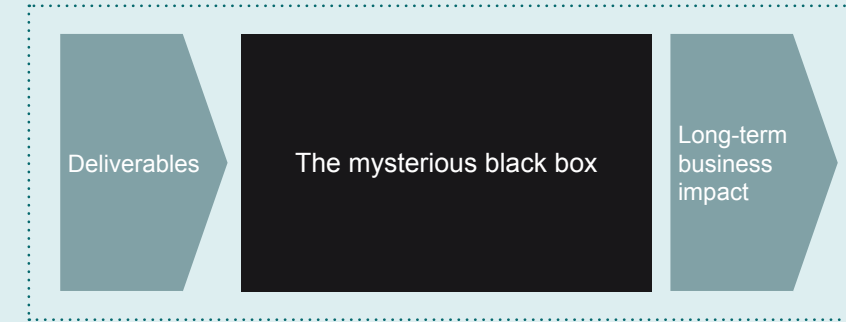
The Danish manufacturer of hearing instruments and audiological diagnostics equipment, GN Audio, introduced an impact-driven approach as a pilot project and reduced the time to impact by 66% in relation to launching a new digital market place. GN Audio also delivered more accurate and channel-specific content with an increase from 50% to 85%.¹⁵

The global pharmaceuticals company, Novo Nordisk, has also achieved impressive results. They reduced their time-to-impact by 47%, ensuring a high level of stakeholder satisfaction throughout the project's duration and increasing employee motivation and satisfaction by reducing waste hours spent on incorrect master data and incorrect demand.¹⁵

How do we define impact?

In classic project management, impact is a result of deliverables. Consequently, impact always comes after all the deliverables have been delivered. For instance, new organizational approaches, new procedures and a new IT system will result in shorter lead times and fewer mistakes.

In contrast, Half Double emphasizes the flow of impact for the duration of the project and the fact that the impact can and should be defined initially and realized at different points during the process. In this context, then, impact corresponds to value creation.



Examples of financial impact include:

- Customer performance
- Financial performance
- Process performance
- Compliance with external requirements
- Intangibles and other benefits

Examples of behavioral impact include:

- Behaviors, such as specific applied practices
- Organizational capabilities demonstrated
- Technological capabilities demonstrated
- Competences, knowledge and skills of employees

In the example from GN Audio, a first impact might be the employees acquiring new skills during the project process. The next impact might be the employees changing their behavior in order to use the new working methods. Yet another impact – namely fewer mistakes – is realized thanks to the new working methods, new competences and changed behavior. Fewer mistakes and IT support result in shorter lead times. This prompts increased customer satisfaction and reduced costs. And in this way, impact is actually a series of impacts influencing different target groups.

The impact mindset corresponds very well with Aaron J. Shenhar & Don Dvir's theory that project success depends on the level of insecurity in the project and the point in time when the success is measured. In the bottom left corner of the above figure, we see reality as it looks in classic building and deliverables projects. They are characterized by relatively insignificant uncertainty and single-piece production. Here, it is possible to describe the triple constraints as a legal contract between the customer and project early in the process. Compliance with the budget and efficiency are crucial elements as we are in an efficiency-driven paradigm where the focus is on **efficiency**.

In the upper right corner, we find very uncertain business development projects, which include new business models, new technical platforms or products which are new to the world. Here, it is all about the satisfaction of the various stakeholders. The focus is on creating something new. We are in an innovation-driven paradigm, focusing on **future potential**. These types of projects are often a combination of internal and an external projects. To succeed, it is vital to adjust Management's expectations over time as people working on the project gain more insight.

Methods for ensuring a consistent focus on impact

What methods deliver impact?

Project success is a multidimensional strategic concept. It should be realized as quickly as possible in the project process to ensure the impact of the project, as well as to account for different stakeholder points of view. This is why we work with three basic methods which 1) define a detailed impact goal, 2) design the project to deliver impact as soon as possible and for the entire duration of the project and 3) help us to continuously monitor the satisfaction of key stakeholders.

#1

Use the impact case to drive behavioral change and business impact

In classic project management a WBS (Work Breakdown Structure) is worked out for the project. This is evidence of the classic focus on the work to be done. In contrast, Half Double places the emphasis on impact. Consequently, we describe the project goal as a hierarchy of impacts. And alongside the project business case, we describe the project impact case. The description includes a hierarchy of goals for desired business impacts and the behavioral impact we need to see to realize those business impacts.

Tool: The Impact Case

*Read more
on page xx*

#2

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

Classic project management focuses on activities, network plans and the critical path to deliverables. Half Double focuses on achieving the various impacts quickly. We do this in close collaboration with users, clients and other key stakeholders to ensure high stakeholder satisfaction and impact-driven solutions. The project is therefore designed as a road map of impacts, and we follow up on impact indicators in order to learn and act quickly.

Tool: The Impact Solution Design

*Read more
on page xx*

#3

Check the pulse of your key stakeholders on a biweekly basis

Because different stakeholders demand different impacts and these impacts are achieved at different points in the project process, we continuously check the pulse of selected stakeholders. It is essential that we monitor the satisfaction levels of our key stakeholders in real time in order to take action and adjust the project process.

Tool: Pulse Check

*Read more
on page xx*

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



Moving your family to New York

Try to imagine yourself in this brief example

You just landed a great and well-paid job in New York City and you want to bring your family with you. The challenge now is to successfully move your family from Copenhagen to New York, assuming that your key stakeholder in this project is your family.

You gather the family together and everyone specifies their wishes for housing, schools, sports and social interactions. You compile it all in a detailed specification that everyone agrees on before you embark on your adventures abroad. When you get to New York, you deliver on the set requirements as specified. But your wife is unhappy with the house, your kids don't like their school and making new friends has turned out to be harder than anticipated.

Was the project a success?

FLOW

High intensity & frequent interaction in project work, learning and impact

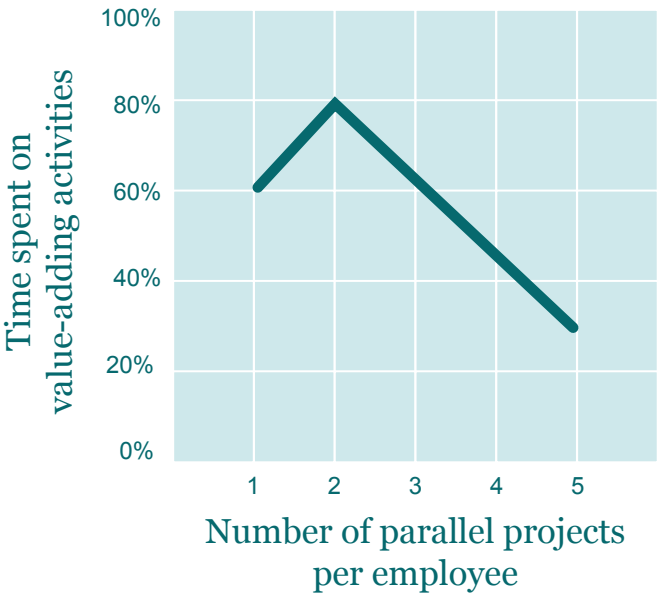
We work with high intensity and frequent interaction to ensure quick learning and immediate realization of impact

In traditional project management, the focus is on resource optimization in order to optimize the portfolio and fulfill each project's set contract. In Half Double, we assume that the revenue side of the project's business case will always be much lower than the revenues by default, because otherwise the project should never have been initiated in the first place. We therefore focus on realizing impact as quickly as possible in order to enhance productivity and motivation and reduce time to impact. We reduce focus on resource optimization and enhance focus on the project's progression.

Why focus on flow rather than resource optimization?

We conduct projects in order to achieve an impact as soon as possible. Consequently, the work is planned with the number one goal of optimizing the flow of results, learning and impact. The resources must therefore be available when needed and when learning emerges. In a turbulent world with great uncertainty, it isn't possible to plan in detail when each individual team member should contribute and with what.

Thus, the team needs to act as an autonomous unit that is free to carry out the task in the most optimal way. Recent studies show that each individual team member creates more value if he or she is able to concentrate on one task at a time.

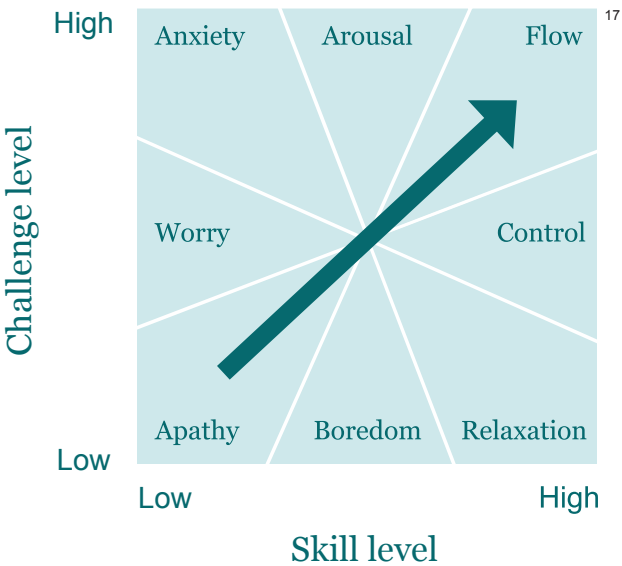


Source: Wheelwright & Clark

How do we define flow?

Inspired by Mihaly Csikszentmihalyi, who originally coined the term in 1990, we define flow as a project state in which the people involved find themselves in a state of high intensity, frequent involvement, energized focus and enjoyment in the process they are currently engaged in. At the project level, we define flow as a frictionless stream of results and impact. Project work is a creative process and is therefore all about the free flow of ideas and inspiration. We want to stimulate creativity and ingenuity.

In order to do so, it is essential that everybody has an overview of the process, what the current challenges are and what will deliver impact. This is why everybody needs to be in the same room and to work visually. Through mutual overview, we create the framework for optimum collaboration.



Project work in a dynamic world requires the support of Management and quick decision making. We need to provide a frictionless flow of decisions. By establishing a common heartbeat with short cycles, we create accessible leadership. A set project heartbeat and rhythm are essential ingredients that enable everybody to make their special contribution when required. Like a pit stop in a Formula 1 race, the result is higher energy, higher efficiency, better quality and, ultimately, faster development speed.

At the same time, we make the project visual to enhance commitment, alignment and ensure a common understanding of the task at hand. Visuals provide a quick overview of the plans and how each activity is connected on the path towards the desired impact. When the resources are present, when everybody has an overview of value-adding activities and leadership decisions can be made, it is amazing how quickly things can be done and impact can be achieved!

To summarize, Half Double is designed to optimize the flow of ideas, learning, decisions, results and impact.

“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”

General George Patton

“It is a great advantage to make mistakes you can learn from quite early.”

Winston Churchill

The methods to ensure a flow of impacts

What methods create flow?

We create flow by focusing on three areas: We bring together the right people, establish a common rhythm for collaboration and involvement and provide a visual overview for the team and the individual.

#1

Allocate core team +50% and ensure co-location

First, we make sure that we allocate the core team and the project leader at least 50% to work intensively on the project. Working on a maximum of two projects at the same time has proven to be the most efficient way of working with development. Second, we ensure co-location to help the project reduce complexity in time and space and thus free up time to solve complex problems. Co-location provides the appropriate working conditions for high-intensity, accelerated learning loops and anchors the desired working culture.

Tool: Co-location Design

*Read more
on page xx*

#2

Set a fixed project heartbeat for stakeholder interaction & project progression in sprints

The project should define and follow a set rhythm comprised of 6 key events: Sprint planning, Daily visual status, Weekly solution feedback, Plan next week, Review sprint solution and Pulse check feedback. All with a focus on achieving the desired impact.

Tool: Rhythm in Key Events

*Read more
on page xx*

#3

Increase insights and commitment using visual tools and plans

In Half Double, we use visuals for fast prototyping, facilitation of group sessions and sprint planning. The visual sprint plan is a detailed plan for the next month that is used for team work coordination, tracking progression and improvement ideas. The plan can also be virtual. Furthermore, it is used for detailed planning of each sprint (usually 4 weeks in duration). The plan is a short-term breakdown of the impact solution design or overall milestone plan leading to a tangible project output to create value.

Tool: Visual Planning and Project Visuals

*Read more
on page xx*

*Did your
project progress
last week?*



The game is not won by the best replacements but by scoring more goals

Try to imagine your project in this brief example

A good project is like a soccer or hockey game. The team has been formed, everybody knows their place and understands the rules of the game. Everybody knows the goal and the strategy for winning. The game has a certain rhythm, with half-time breaks and changes every time a goal has been scored.

The game is fast-paced and intense, making it is impossible to use resource optimization and plan for exactly when the goal keeper, for instance, will be needed. Everybody is on the field at the same time and they have to improvise based on the strategy and on what is optimal in each situation.

It is important that the team can quickly assess where and how the opponent is weak and where new opportunities will emerge. Any opportunity to score must be seized upon immediately. Counting on extra time would be a risky tactic. The winning team is the team that has control of the ball or the puck, which flows freely from player to player, and that efficiently exploits opportunities to score.



*What is
your first steps
towards creating
flow in your
project?*

LEADERSHIP

Active ownership and collaborative project leadership must embrace uncertainty and make the project happen

Leadership creates a common vision and unlocks people's potential

Today, project work accounts for a growing share of an organization's work product and resource consumption. It is therefore necessary for Management to shift focus, devote more time to strategic development tasks and delegate a larger share of the operation to others.

Research has defined one critical success factor across all projects: having an active project owner. For that reason, we propose reducing formalism and enhancing the focus on the active involvement of the project owner, as well as on reducing the focus on the management of systems and enhancing the focus on the leadership of people. Projects consist of people and are created by people alone. Project leadership needs to account for this to ensure motivation, creativity and stakeholder satisfaction.

Why increase the emphasis on leadership in the discipline of project management?

Within traditional project management, the focus tends to be on predictability, contracts, optimization and administrative routines. But in a dynamic world, leadership must embrace uncertainty and be capable of handling unexpected changes and misalignment among a large number of stakeholders. Consequently, we need a leadership approach that can unite all the different points of view and create a shared commitment to the common vision.

Today, project solution depends on the contributions of many different highly qualified participants. The project leader thus needs to facilitate this cooperation in order to achieve unique results. Project work often calls for brave, on-the-spot decision-making. It is therefore crucial that the project owner is close to the project and actively involved when the project needs leadership support.

The majority of projects include a considerable change management task in which various stakeholders are required to change their behavior to ensure that the new solution will work out optimally. Behavioral changes can only be realized through active leadership. Behavioral changes do not emerge through administration. They require followership.

How do we define leadership?

We define leadership as the ability to make the project happen. This means that the leader is able to create a common vision which the team members can be enthusiastic about and which the stakeholders find appealing. Everybody needs to know: "Where are we going?" and they should be enthusiastic about the journey ahead. Leadership is also about organizing the journey towards the goal and ensure that we reach it in a way that everybody feels good about. In order to make that possible, it is important that the project leader can release the team's energy and creativity so all the talents can do their bit.

More specifically, we believe that project leadership takes place on three levels.

1. The project level: leading the project to **impact**
2. The team level: create a **flow** of results using domain knowledge to facilitate a people process and to energize interactions
3. The individual level: creating purpose and inspiration, as well as providing continuous feedback through a competent **leadership**

Project leadership is not exclusively the domain of the project leader, but takes place to a great extent as a close interaction between the project owner and project leader. To ensure that all the new solutions work well within the organization, it is a leadership responsibility to ensure that the necessary competences and behavioral changes are implemented in daily operations. This requires good leadership skills, which is why both the project leader and the project owner need to continuously develop their personal leadership roles and skills.

“Leadership and learning are indispensable to each other”.

John F. Kennedy

“To handle yourself, use your head; to handle others, use your heart.”

Eleanor Roosevelt

Ensuring a consistent focus on leadership

What methods create great leadership?

A close interaction between project owner and project leader facilitates a strong leadership team with strategic insight, energy and focus on the work to achieve impact, participant motivation and stakeholder satisfaction.

#1

An active ownership approach

We need an active, committed and engaged project owner to support the project and ensure stakeholder satisfaction. The active project owner works closely with the project leader and the steering committee to ensure project success - at least half a day every 14 days. He or she establishes a strong and trust-based relationship with the project leader. The owner also embraces uncertainty and is adaptable to changes with on-the-spot decision making. And finally, he or she is able to let go of control and predictability to ensure that impact creation and stakeholder satisfaction drive decision making.

Tool: Active Project Ownership

*Read more
on page xx*

#2

A collaborative approach to project leadership

Projects consist of people - not systems. Collaborative project leadership is about leading a complex system of human beings, embracing the inevitable uncertainty and making the project happen. A collaborative project leader has the ability to use domain knowledge to provide some of the answers in the project and to ask the right questions. At the same time, the collaborative project leader is capable of facilitating a people process with high energy in interactions in order to utilize knowledge from cross-functional experts, solving complex project problems in the process.

Tool: Collaborative Project Leadership

*Read more
on page xx*

#3

Reflective and adaptive mindset

Say yes to the mess and adapt to the changing environment. Consequently, the project leader and the project owner need a high degree of self-awareness and to boost leadership skills based on their character and integrity. In order to function as a leader in turbulent and stressful situations, they need to reflect on their own characters and personal leadership codes. Embrace key stakeholders. Understand and act on key stakeholder behavior. Know yourself and use yourself.

Tool: Reflective and adaptive mindset

*Read more
on page xx*

*Why should
anyone want to
be led by you?*

The Project owner is needed on board!

Try to imagine your project in this brief example

In many traditional project organizations, results are presented to the steering committee and the project owner. During these brief meetings, vital decisions are made and the project moves forward. Figuratively speaking, the project owner stands in the harbor and when the project ship arrives, he is in contact with it until the gangway is retracted and the ship sets sail again. Sometimes another ship arrives half an hour later, which also requires his attention.

Active ownership would allow him to go on board whenever the project ship needs him and to sail with the ship to the next port. Consequently, there is a limit to how many “ships” he can serve. Half Double therefore presupposes a very focused portfolio-leadership approach where the number of parallel projects are minimized. In return, the project owner can board the ships at any time to help ensure that each project is accomplished faster. This managerial strengthening of the individual project is a key factor in Half Double.

*Did
you leave your
project owner
standing on
the quay?*



Local translation

There is no one-size-fits-all!

The real challenge is local adaptation!

The Half Double Methodology and approach to leading projects requires that we rethink our current practices. It requires a change of mindset. A change of behavior. In other words, implementing Half Double is implementing a change in how we work in projects.

For that reason, we need to consciously reflect upon and adapt the methodology to the situation at hand – to organizational structures, cultures, to the language and the local nature of the projects. There is no one-size-fits-all. The methods and tools must be designed to fit the conditions of the surrounding organization.

*Read more about methods
for creating a local
translation of the Half
Double core elements,
methods and tools
on page xx.*



*If you were to write
your last project's obituary,
what would you say was the
cause of death?*

... lack of impact?
.... lack of flow?
..... lack of leadership?



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