

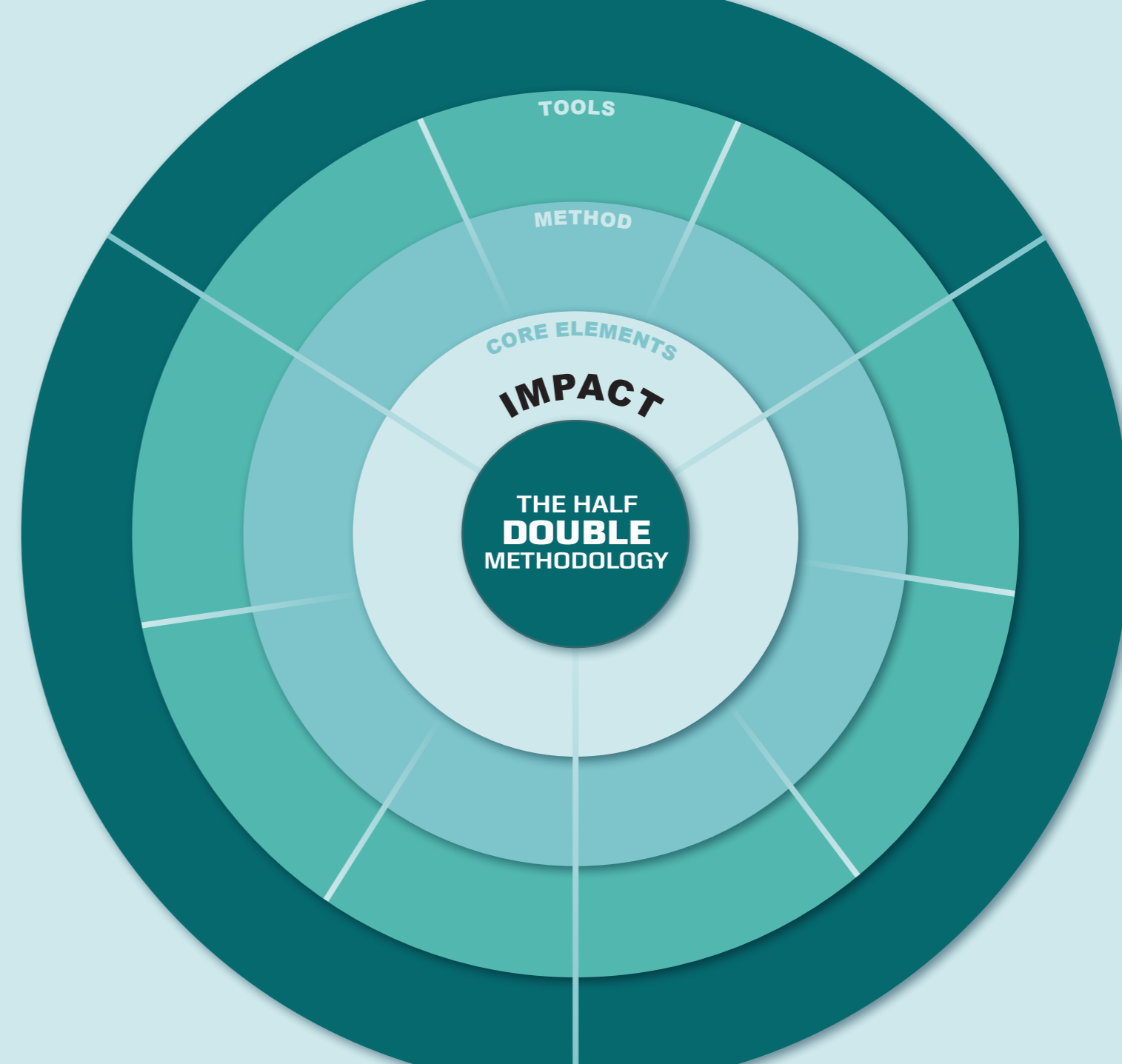
## Chapter 4

Let's get hands-on with ...

the **3** methods  
the **3** tools

- ▶ Build the impact case to drive behaviour change and business impact
- ▶ Design your project to deliver impact as soon as possible
- ▶ Be in touch with the pulse of your key stakeholders

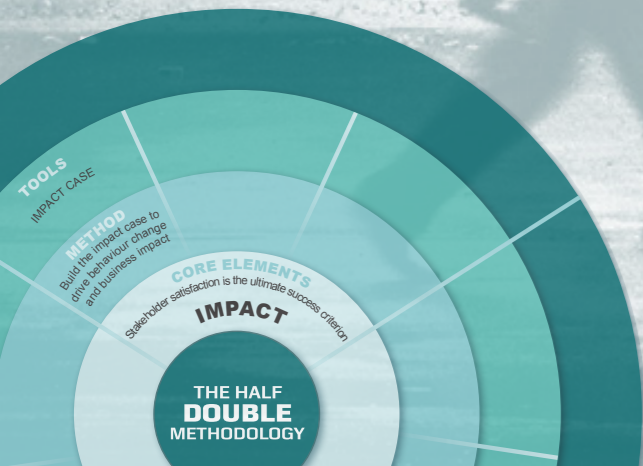
... to create impact in your project



# IMPACT METHOD 1

## Build an Impact Case to drive behavior change and business impact

A project is a pitch into the future. You no longer want “business as usual”. Instead you seek to create something completely new, a change that will impact the surrounding environment. Projects that define the desired impact and constantly measure and follow up on impact realization along with delivery tend to be more successful.<sup>21</sup> With the Half Double methodology, the primary focus is therefore on impact creation throughout the lifetime of a project, rather than on the project deliverables. We encourage the project leader, project owner, project team, and everybody with a critical stake in the project to establish a shared understanding of the impact the project is intended to create – from day 1. In addition, the project owner and the team need to continuously measure and track impact realization. Without the right focus, we risk creating a new product, service, or process that is perfect in every way, but ends up being discarded by the very users or customers it was created to satisfy.



### Aiming in the wrong direction

Some years back, the Danish pump manufacturer Grundfos had an idea for the perfect whirlpool pump. A development project was executed according to the specifications and the product was launched in due time. The result was a masterpiece in engineering. Everyone involved in the project was extremely proud of the new Grundfos Whirlpool Pump. Everybody that is except the customers who had no desire to pay for all the technological refinements. Shortly after its launch, the product was withdrawn from the market.<sup>19</sup>

## DEFINING THE IMPACT CASE

At the very beginning of the project, we create the impact case. This is a roadmap for the project's business and behavioral impacts that basically helps us to establish a shared understanding of the impacts targeted by the project and their logical interdependence. This, in turn, helps us to identify the most critical deliverables to focus on to ensure early and ongoing impact realization.

### The Business Impacts

**The question to ask:** *What are the value drivers justifying the initiation of this project?*

The business impacts list the performance outcome(s) and often consist of targets, such as enhanced: customer performance, financial performance, process performance, compliance with external requirements, etc. It also includes case intangibles, such as in complex change projects where the monetary value can be difficult to estimate.

These impacts are broken down into selected Impact Key Performance Indicators (KPIs) to navigate the project going forward. The impact case and KPIs are used to follow up on the project progress and to continuously adapt plans and efforts to enhance stakeholder satisfaction.

### The Behavioral Impacts

**The question to ask:** *What specific new behaviors do we need to see in practice to drive and sustain the business impacts?*

The behavioral impacts refer to the changes we need to see in people's behavior to initiate, drive, and sustain the change. Targets might be specific practices applied, organizational capabilities demonstrated, technological capabilities demonstrated, or a demonstrable increase in competences, knowledge, and abilities by the employees.

## BUILDING THE IMPACT CASE

When defining the project impacts, it is therefore crucial that everyone starts out by being crystal clear on the answers to the following questions:

- ▶ Who are the project's key customers?
- ▶ Who are the end users?
- ▶ What creates value for the target group?

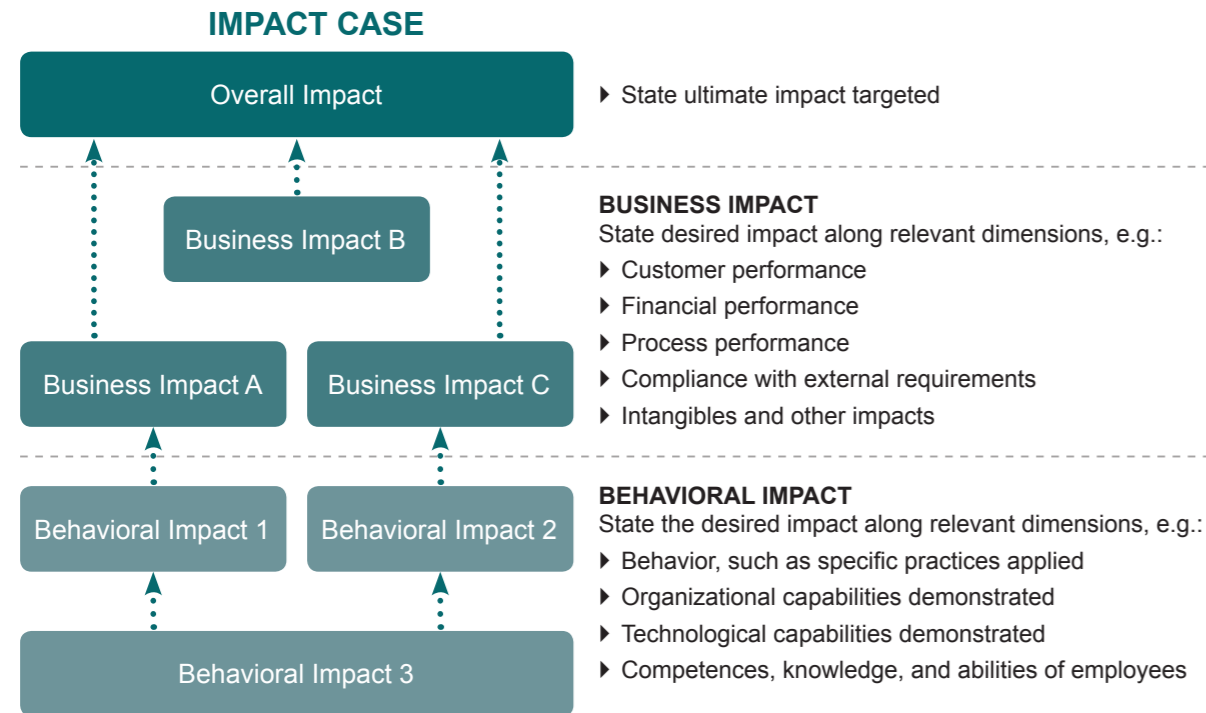
### After the initial discussion, the following process is initiated:

1. Build an objective hierarchy with the purpose, success criteria, and main deliverables in collaboration with the project owner, selected subject matter experts, and key stakeholders
2. Identify the business impacts using the objective hierarchy and by asking “What business impact is needed?” and “What organizational needs must be met in order to consider this project a success?”
3. Identify the behavior changes needed to realize each business impact by asking “What will leaders and employees be doing differently/better during and after the project?” and “Who will be the first to notice, and what will they see?”
4. Identify the most critical impacts to aim for by asking “How can we measure or determine if this has the desired effect?” The result should preferably be no more than four key impacts to minimize complexity and maintain focus.
5. Use the KPIs to adjust for early impact realization and follow up on them on a biweekly/monthly basis.
6. Invite other key stakeholders from upper management to the (virtual) project room to discuss, validate, and obtain commitments to the impact case.

# The Impact Case

## Project vision

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

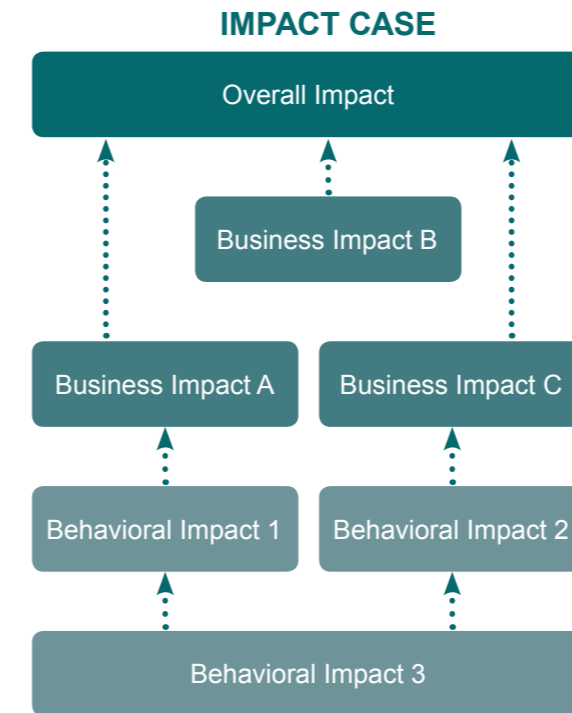


*What are the value drivers justifying the initiation of this project?*

*What specific new behaviors do we need to see in practice to drive and sustain the business impacts?*

# Impact Tracking Template

■ Business/Performance  
□ Behavior/Capability



## IMPACT OBJECTIVES

BUSINESS IMPACT	KPI/measure	Baseline	Target	Date	Date
Business Impact A					
Business Impact B					
Business Impact C					

## BEHAVIORAL IMPACT

Behavioral Impact A					
Behavioral Impact B					
Behavioral Impact C					

*Use the impact case to drive continuous behavior change and business impacts*

## Impact

Time to impact  
reduced by 66% (pilot markets)

Price and inventory accuracy  
increased from 75% to 99%

Quality in channel data increased  
from 50% to 99%

## Project type:

Sales/IT project focused on developing  
new ways of working with digital sales

## Objective:

Launch # of marketplaces and  
# of new channels in bulks with  
decreased complexity  
in 12 months

## CREATING IMPACT AT GN AUDIO



### ABOUT THE COMPANY

GN Audio is part of GN Great Nordic, a Danish-based technology group founded in 1869. GN Audio was founded in 1987 and is among the leading and fastest growing suppliers of intelligent audio solutions. GN Audio operates in three regions: 1) North America, 2) Europe, the Middle East and Africa, and 3) Asia-Pacific.

### Key figures:

1. Employees: Approximately 1,000
2. Revenue: EUR 470 million (2016)
3. Earnings Before Interest, Taxes, Depreciation, and Amortization: EUR 80 million (2016)
4. Head office: Ballerup, Denmark

### PROJECT BACKGROUND

Since its launch of online sales channels, one of GN Audio's challenges has been stagnating launches due to heavy after work to correct errors from previous launches. This ties up resources that could have been utilized elsewhere to perfect existing channels and develop new channels.

By launching a test marketplace through the application of the Half Double methodology, GN Audio set out to reduce its project lead time and time to market dramatically. In other words, the aim of the project was to outline how future online sales via multiple channels should take place, with each channel addressing different market places across geographies

### CREATING THE IMPACT CASE AND LAYING THE GROUNDWORK FOR IMPACT TRACKING

The impact case was developed early to set the direction for all stakeholders. It was developed in close collaboration with the project owner and the business project leader with a few iterations during the project start-up.

At the first meeting, the objective setting (with a defined purpose, success criteria, and deliverables) was established to frame the objectives and the scope of the project.

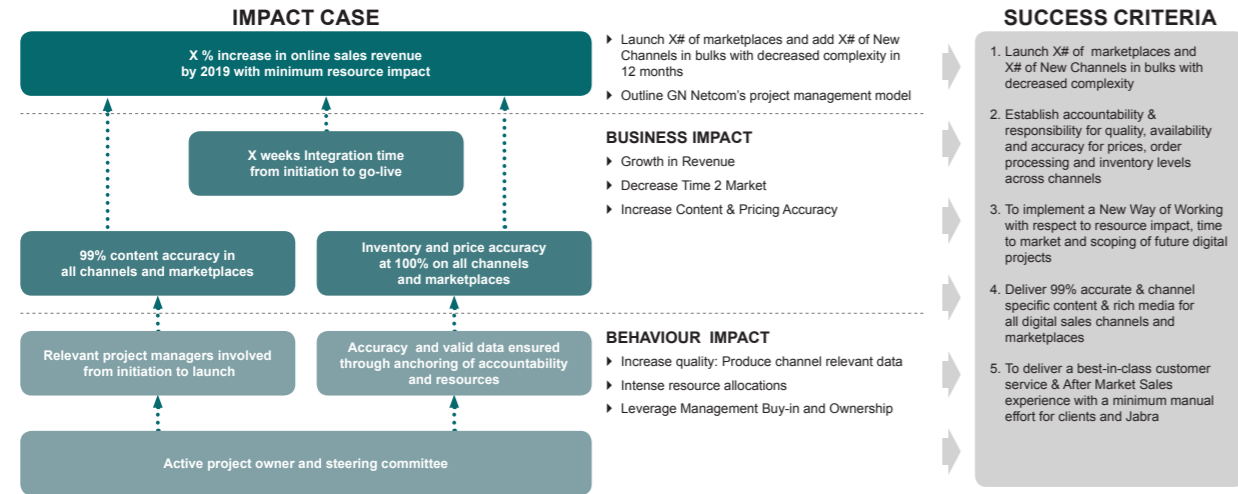
Afterwards, in collaboration with the project owner, the impact case was broken down into measurable business and behavioral KPIs, which were printed on a poster and placed clearly visible to everyone in the co-location room. As illustrated on the next page, lead time, and data quality were the main drivers of the impact case. The selected targets also provided valuable input for the definition of the core idea to reduce time to reach those targets. (Read more about the Core Idea and the Impact Solution Design process on pages XX-XX.)

Printing the impact case and making it available to everyone along with the Impact tracking data also ensured that it was revisited and updated with key stakeholders as new insights and learning were gained. In other words, it helped to continuously guide dialog and effort.



1

### Traceable increase in accountability within related parts of IT and Business



THE IMPACT CASE

2

### Translating the Impact Case: Tracking impact KPI's at GN Netcom

IMPACT OBJECTIVES		IMPACT MEASUREMENT						
Impact map	Impact objectives	KPI/measure	Baseline	Target	Date: June 16	Date: Dec 16	Date: June 17	Date: Dec 17
	Business Impact	Minimum Impact						
	Accuracy	Price Accuracy	75%	90%	90%	99%	99%	99%
	Time	Time-2-market	+75d	< 35d	60d	50d	40d	30d
	Revenue '17	Revenue growth (MDKK)	xDKK	> xDKK	xDKK	xDKK	xDKK	xDKK
	Behavioural Impact:	Accountability						
Resources	Resource allocations	Resource allocations	60%	70%	70%	80%	90%	90%
Quality	Produce channel relevant data	Produce channel relevant data	50%	05%	88,6%	99%	99%	99%

IMPACT TRACKING

*Both tools were created in close collaboration with key stakeholders and printed to be visible, followed up on and updated in the co-location room*

Case

# METHOD 2

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

We need to move away from the premise that projects only generate value at the very end of their lifespan. Instead, we need to move towards an understanding of projects as delivering a flow of impacts for their entire duration.

To do this, we need to implement our projects with a high degree of stakeholder involvement in order to front-load insights and gain commit-

ment early on. We need to establish a stronger link between the project, the organization's strategy, and the management's interest by focusing on value creation when designing the project. And, we need to design our projects to include fast prototyping and iterative feedback loops to pave the way for continuous learning, improvements, and faster impact realization.

We therefore need to apply the impact solution design process every time a project is set into motion.

## DEFINING THE IMPACT SOLUTION DESIGN

At its core, the impact solution design is a human-centered, learning-focused, and hypothesis-driven process. A process initiated early in the project with the involvement of key stakeholders to front-load the insight needed to plan and organize the project to ensure a faster and stronger impact. In other words, the process is designed to help us ask the right

people, the right questions right from the outset. Questions, such as "What change is the project set in motion to create?" "What value will that change generate for the key stakeholders and for our organization?" "How can we reduce the time it takes to realize that value?", are asked to align expectations and to shift the focus away from deliverables and more towards impacts.

In practice, the process comprises five steps and is executed by means of workshops with key decision makers and subject matter experts. Each step has a specified output that takes us one step closer to an impact-driven project design that we are all committed to. However, the number of workshops each step requires depends on the project and the situation at hand. We propose five workshops as an indicative guide, but in practice we have seen this number vary greatly.

This process makes it possible to bring together subject matter experts to work on the project for shorter intensive durations, making it easier to gain access to these critical resources – as opposed to full-time allocation for the entire duration of the project.

The most essential element of the process is the development of the insightful core idea. The core idea visualizes the project's value creation for the entire duration of the project and answers the questions: "When will we first see the impact realized, with what, and for whom?"

The core idea is the foundation of the impact solution design. It forms the basis of the overall map outlining the project's impact realization journey up to its conclusion date and includes commercial, behavioral, and technical deliverables.

Often, the process of expressing complex ideas can result in heavy elaboration and documentation.

### Try to avoid this!

Encourage your impact solution design team to visualize the flow of impacts as a one-pager. This forces everyone to simplify their thoughts and focus on what is essential

### And remember!

The impact solution design process is not a predefined series of orderly steps but a system of iterations that will usually be looped several times. In other words, the process does not necessarily take the form of five workshops. The most important thing to remember is that it is usually necessary to determine the output of each workshop in order to have an insightful impact solution design. But whether that requires two workshops or eight depends on the project and the situation at hand.

## DESIGNING THE PROJECT FOR FASTER AND HIGHER IMPACT REALIZATION

To formulate the core idea and build the impact solution design, a five-step process is initiated to front-load insights and drive user subject matter expert and key stakeholder involvement. This kind of involvement builds early support, true commitment to the design, and an eagerness to promote the project within the organization.

### CONDUCTING IMPACT SOLUTION DESIGN:

#### INITIATION & START-UP:

Identify the key stakeholders to be involved in the impact solution design process. The ideal team consists as a minimum of the project owner, the project leader, one or two key people with subject matter expertise and/or experience from similar projects and end-user representatives. The workshop participants often vary from project to project, but a rule of thumb is to include everyone who might have a stake in realizing the desired impact. Within the Half Double framework, we encourage you to involve key people for shorter intensive durations without having them assigned to the project full time.

#### IMPACT DEFINITION:

Clarify the objectives and build the first draft of the impact case outlining the key business impacts and behavioral impacts to target. Select the four most critical impacts monthly tracking and follow-up.

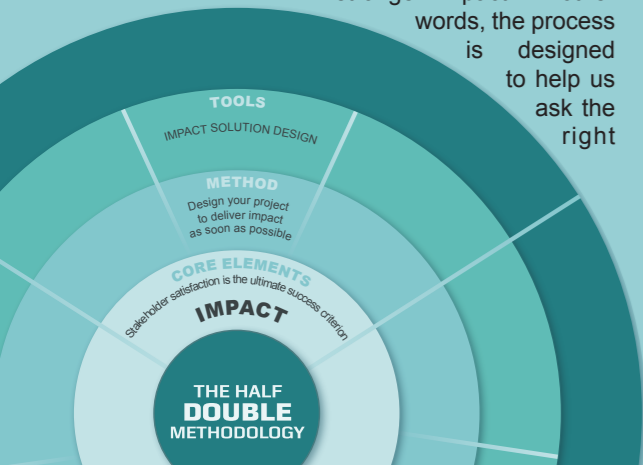
#### IMPACT SOLUTION DESIGN 1:

Design the core idea for early impact creation by asking 100 questions along the lines of "Why not try...?", "Would it be possible to...?" and "How could we...?" Then build the impact solution design based on this idea. In other words, try to visualize or describe what the solution would look like, referring to areas such as:

- ▶ **Product** – What is the core use of the product/service/system/process? If we remove all excess "nice-to-have" features, what would the solution look like? Could we release the core version as a minimum viable product and then build on it?
- ▶ **Process** – How could the process be sliced? Could we break down the development process to reflect the actual end-user workflow? Could we deliver a part or half of the process for each release?
- ▶ **People** – Which segments first? Are there any high-impact segments, countries or end-user groups we should specifically target with the first release? Can we limit the first release to only focus on that group to reduce time to impact?

**IMPACT SOLUTION DESIGN 2:** Create the high-level plan and organization needed to realize the impact based on the core idea. Remember to draw upon and include methods such as prototyping, fast prototyping, early learning loops and customer insights in the plan.

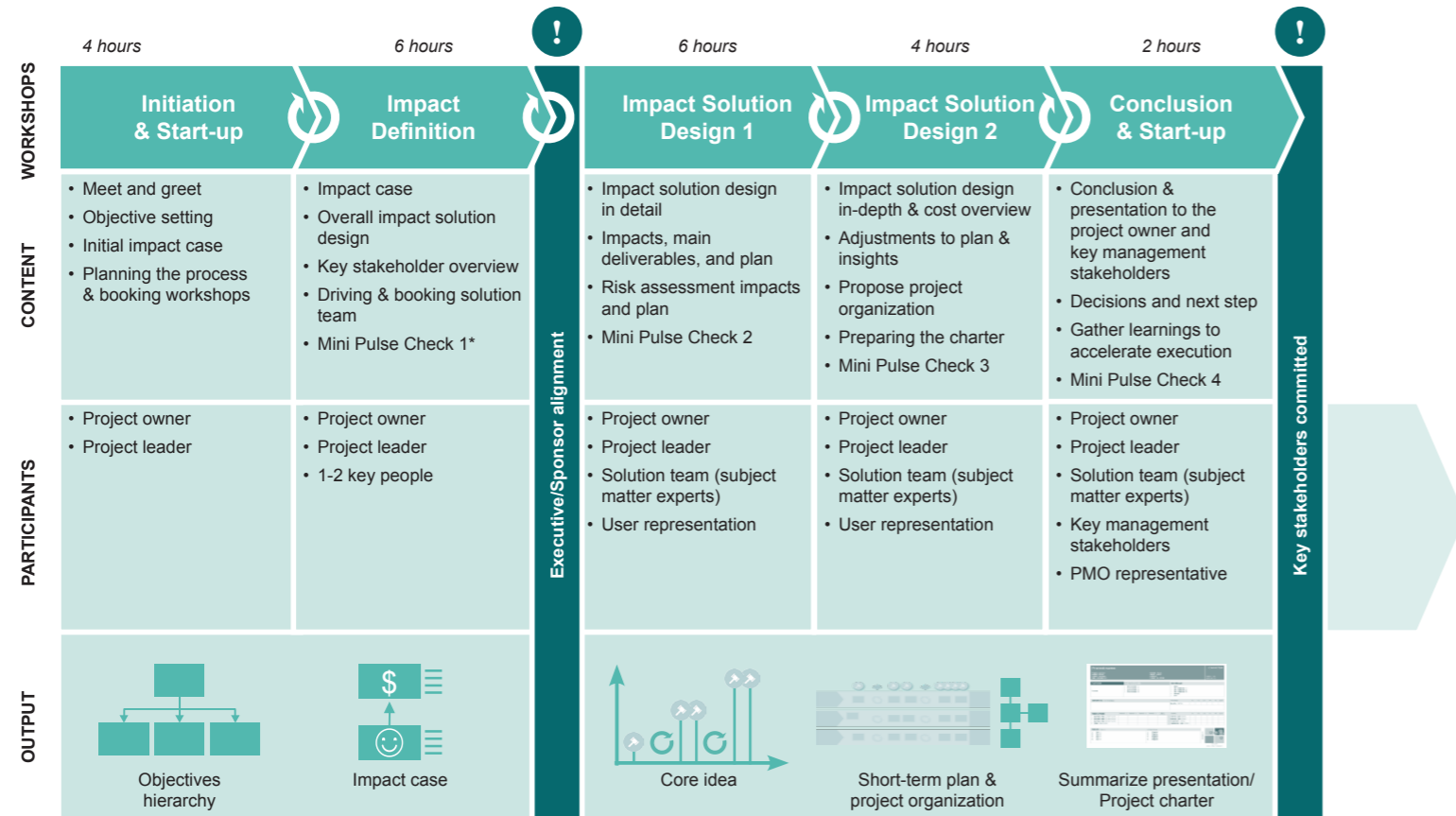
**CONCLUSION & START-UP:** Invite the project owner and upper management stakeholders to review and provide feedback on the five outputs of the Impact Solution Design. Discuss next steps and agree upon how to interact going forward.



# 5 WORKSHOPS

Designed to realize the 5 steps needed to reduce time to impact

# 7 KEY ROLES



## KEY ROLES

Carefully selecting the participants of each workshop is the key to a successful impact solution design process. The advantage of the process is that it allows you to involve subject matter experts for shorter intensive durations, making it easier to gain access to these critical resources – as opposed to full-time allocation for the whole project. However, it also requires that the person leading and facilitating the process, often the project leader in close collaboration with the project owner, is crystal clear on what is expected of each participant. Below, we have listed some of the key roles and their areas of responsibility for each role (this is not an exhaustive list).

### The project executive sponsor

- You are the main person responsible for the overall investment.
- You are the go-to person on why the project is important to the entire business.
- You review and approve the project's business and behavioral benefits (impact case).

### The project owner

- You are the ultimate owner of the impacts.
- You actively engage with and support the project continuously and challenge deliverable-driven mindsets with a focus on impact creation.
- You participate in all impact solution design workshops, actively contributing to designing the project for faster impacts in close collaboration with the project leader

### The project leader

- You are responsible for leading the project towards impact realization.
- You lead and facilitate the impact solution design process to design the project for faster impacts, striking the right balance between subject matter expertise and facilitative skills.
- You ensure a strong link between the objectives, the impact case, the impact solution design and the short-term, sprint-based project plan.
- You build trust with key stakeholders.

### User representation and/or customers

- You are a core user or a customer of the output of the project.
- You have been in touch with the solution and are able to challenge ideas.

### The solution team

- You are experts within the relevant field, either because you have experience with similar projects or because you possess subject matter expertise and solution insights.
- You utilize your relevant knowledge to design the solution and an impact-driven project.

### Key management stakeholders

- You are a business line representative.
- You support the project by constructively challenging the solution with reference to your organizational insights and by paving the way for the change the project is set into motion to create.

### PMO (Project Management Office) representation

- You know the portfolio and local stage gate model.
- You provide allocation insights.
- You help disseminate the impact solution design approach to other projects in the portfolio and share learning across projects to ensure impact creation.

\*See page X for more insights into what the Mini Pulse Check entails in practice.

IDEAS

PREPARATION

START-UP

EXECUTION

CLOSING

OPERATION & IMPACT

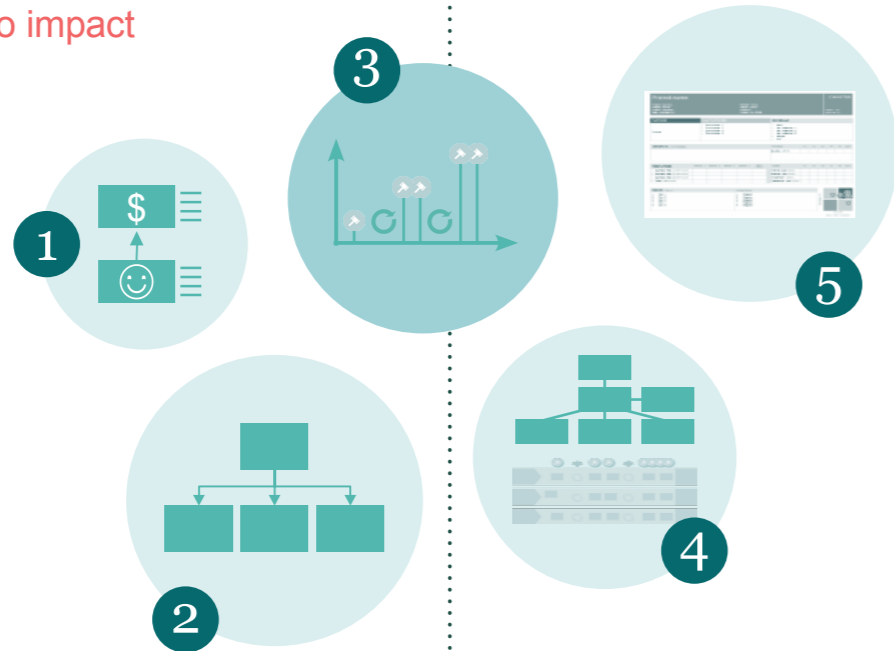
VS.

*Normal initiation*

Quick start  
Focus on deliverables

*The Impact Solution Design*

Gain insights  
Reduce time to impact



*The five outputs of the impact solution design process*

**The impact solution design** helps the project to gain early insights, reduces the time to impact and facilitates project execution by aligning key stakeholders early in the project - also called the “fuzzy front end” of the project.

*The Outcome*

1. Insights before execution
2. Clear objectives based on business impacts and behavioral impacts
3. An impact-driven plan
4. Committed key stakeholders
5. Reduced time to impact based on a core idea



### Project type:

Sales/IT project focused on developing new ways of working with digital sales

### Objective:

Launch # of marketplaces and # of new channels in bulks with decreased complexity in 12 months

### Impact:

Time to impact reduced by 66% (pilot markets)

Price and inventory accuracy increased from 75% to 99%

Quality in channel data increased from 50% to 99%

## The core idea

- 1 One joint solution and quick decisions by the project owner
- 2 Marketing and technology work together from day one!

## REDUCING TIME TO IMPACT AT GN AUDIO



### ABOUT THE COMPANY

GN Audio, part of GN Great Nordic, is among the leading and fastest-growing suppliers of intelligent audio solutions. GN Audio operates in North America, Europe, the Middle East, Africa and Asia-Pacific.

### Key figures:

1. Employees: Approx. 1,000
2. Revenue: EUR 470 million (2016)

### PROJECT BACKGROUND

Since launching online sales, one of GN Audio's challenges has been a tendency towards stagnating launches due to heavy after work to correct errors from previous launches.

By launching a test market place through the application of the Half Double methodology, GN Audio set out to reduce its project lead time and time to market dramatically. In other words, the aim of the project was to outline how future online sales via multiple channels should take place, with each channel addressing different market places across geographies.

See more on page xx.

### LEADING THE IMPACT SOLUTION DESIGN

The purpose of our Impact Solution Design process was to ensure a shorter time to market with fewer errors through better collaborating.

The Impact Solution Design process was executed a series of workshops that resulted in a shared commitment to an impact case with key business and behavioral KPIs, a solution design and a core idea of how to reduce time to impact with a supporting execution model.

The foundation for the impact solution was initially designed at the first meeting with the project owner and the business project leader. It was agreed that the time span for the Half Double pilot project would be three months. The sessions therefore evolved around "What have we achieved after three months?"

- The answer: A new way of working with projects across businesses and IT.
- And: The successful launch of a critical market, which normally takes up to nine months.

*"It was great to work with marketing from day one. It gave me a much better understanding of what customers expect and what we can sell"*

*– IT developer*

# The core idea ...

## ... TO REDUCE TIME TO IMPACT

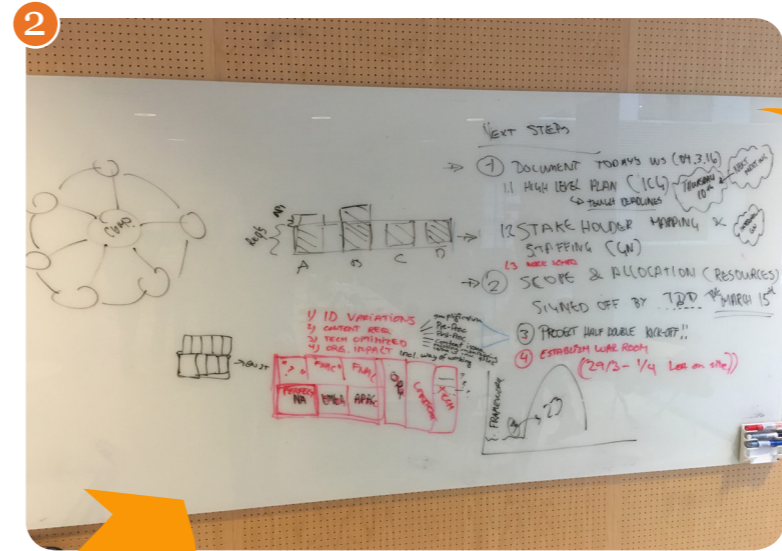
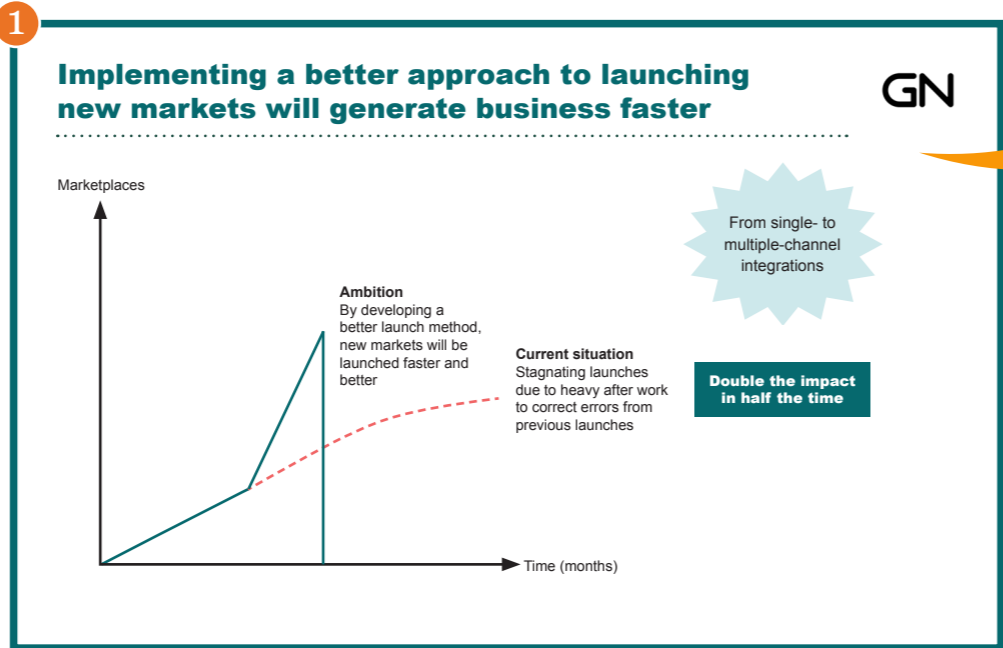
The overall idea for this project was to run a trial for “future implementation of new markets”. This essentially means that the three-month initiation and application of the Half Double methodology should set the standard for future projects in terms of how to collaborate effectively across departments.

The three months were broken down into four sprints. Each designed to realize early impact creation. The positive effect of this process was immense and it allowed the team to gain more knowledge about the project and the potential output and outcome. When the team entered the development phase, it was much easier for them to know exactly what to develop, and consequently they could develop it much faster.

This had never been done before on similar projects at GN Audio. A developer put it this way during the third sprint in the development phase: “I have never previously known so much about what the other people on the team are doing and how that influences my deliverables as I do in this project.”

### One common solution

The core idea of the impact solution design was based on a significant change in the way product launches were carried out. GN Audio has many different markets and they usually adapt the product to the market one by one. The new strategy included the development of a common solution that could quickly be adapted to the remaining markets with just minor adjustments. This joint solution was defined based on the three most important segments.



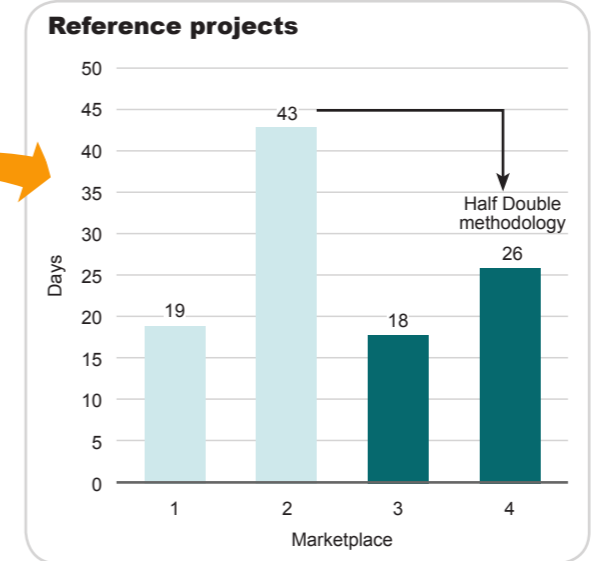
## Marketing and technology work together from day one!

In order to create this common solution, the project needed to have market information and knowledge right from the start. This was an entirely new approach. In the past, the marketing people didn't join the project until later in the process. The close cooperation and meetings with the project owner at short intervals resulted in quick decisions.

The combination of marketing and technical knowledge made it possible to define six segments that covered the requirements from all the segments combined. These six segments could then be covered by the product variants from the three primary markets. From these three variants, it was then possible to launch variants in the remaining markets.

## Time to market

Examples of reference projects compared to the Half Double approach



Launches of four marketplaces and the number of days from initiation of the marketplace project to soft launch.

It should be noted that the launches of the different marketplaces have different scopes, which of course affect their lead time – the most comparable cases in terms of scope are marketplace 2 taking 43 days and marketplace 4 taking only 26 days and relying on the Half Double methodology.

# METHOD 3

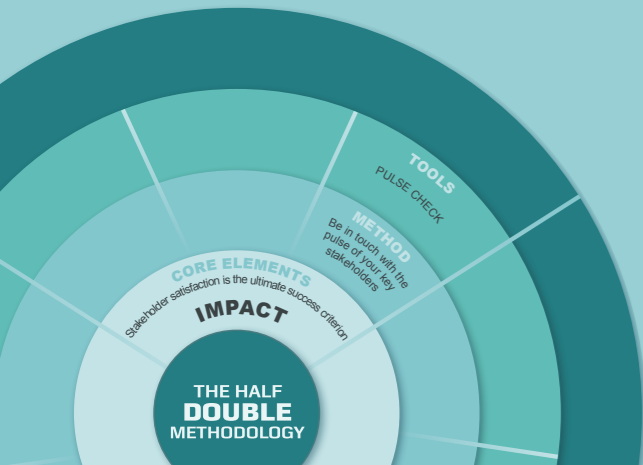
## *Stay in touch with the pulse of your key stakeholders on a biweekly basis*

Acknowledging and working actively with the dynamic nature of projects is the key to success. Interests and focus change rapidly, and we need to gain insights and facilitate a continuous dialog among the right people to ensure engagement and continued focus on the right impact. As part of the effort to gain these insights, we identify the project's key stakeholders and, once a month, we distribute an electronic questionnaire consisting of six questions designed to take the stakeholder's "pulse". We ask questions such as: "Are you confident that your current work is creating impact for the project?" and "Do you believe that this project creates more impact in less time than other project's you have been part of?"

The pulse check report provides a snapshot of how each stakeholder experiences the project. These insights function as a basis for a constructive dialog on how to lead the project going forward to leverage impact, ensure energizing working conditions and promote personal development. In addition, the pulse check results provide the project members with an excuse to reach out to selected stakeholders to ask them to elaborate on a particularly high or low score. The dynamic relation between the project and its key stakeholders tends to create an open, transparent, and inclusive ambience in the project, as it helps ensure that everyone with a stake in the project always feels included and heard.

### DEFINING THE PULSE CHECK

At its core, the pulse check is a dialog tool that helps us to ask the right questions about how to ensure a continuous focus on impact, energizing working conditions, collaboration, and personal development in the project. It is an electronic questionnaire consisting of six questions sent out on a biweekly basis to key stakeholders to provide the basis for continuous feedback.



## THE SHORTCUT: THE MINI PULSE CHECK

Experience tells us that the eagerness to implement another electronic questionnaire within the organization can be rather limited. It may be due to an already-existing organizational tiredness related to intensive KPI tracking and performance management or there may be other questionnaires in play that challenge the distribution of the Pulse Check and the response rate.

### *Well, not to worry!*

A simple, yet extremely effective tool that can do the trick is the Mini Pulse Check – a poster posing one carefully selected question after each key workshop. One example of such a question can be taken from the pilot project at Novo Nordisk, where we asked ourselves and the team: "Honestly, are we on the right track? What is your gut-feel?" after the weekly solution review meeting. Then, each workshop member is asked to write their name on a post it, and place the post-it on the poster in the area corresponding to their subjective reaction to the question. After every member has placed their post-it, the project leader then follows up on the results. The aim is to lift the perspective and ensure a constructive dialog about our ability to work effectively and efficiently. Key input is documented and followed up on at the next key workshop.

The process is fully transparent and takes about 10 minutes altogether.

### *What's your excuse for not getting immediate feedback?*

### INITIATING THE PULSE CHECK

Although the pulse check appears to be quite basic in its form, the key to success is to acknowledge that the tool is a kind of change initiative in itself. Meaning it requires careful consideration and clear communication to ensure that everybody is aligned on the purpose and the process. In other words, everybody should have the answer to "Why should I bother to engage?" and "How do I do this the right way?".

To help ensure that, follow these six steps:

1. Identify & group key stakeholders, such as the project leader and the team, the project owner and the steering committee, and end users.
2. Adapt the six standard questions to the organizational culture and respondent groups.
3. Design the pulse check process to be in alignment with the project heartbeat and the rhythm of key events.
4. Obtain buy-in and communicate the purpose, the tool, and the process to key stakeholders – early! Take special care to inform and agree with

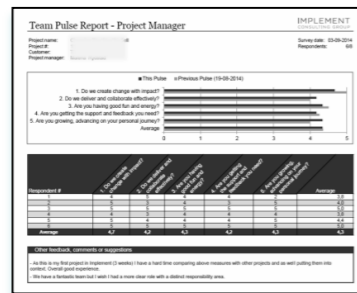
the steering committee that they will be invited to do the pulse check at least once a month to ensure focus and support the dialog. Preferably, provide a verbal briefing to all participants to explain the purpose and practical setup – ideally at the project team kick-off meeting or at the impact solution design workshops.

5. Initiate the process.
6. Continuously enforce the process & follow up on people's engagement (see the next page for a more detailed description).

# The Questionnaire

## 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 fun and feeling energetic about working in the project?
  4. Are you getting the support & feedback you need?
  5. Are you developing personally and professionally while 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 you have been part of?
- Feedback, comments or suggestions?



# The Process



- 1 Remember to inform the team that the pulse check will be sent out and to emphasize the purpose and added value of the questionnaire in order to boost the number of respondents and to ensure buy-in.
- 2 As project leader, be available for questions and thoughts from the project team regarding the pulse check questions and application.
- 3 The team receives the report along with the project leader's attention points (any particularly high/low scores he or she thinks need to be addressed). The team should also be encouraged to chip in with any attention points they believe should be addressed.
- 4 The pulse check results are presented to the team. The team discusses alternative actions to be initiated to improve scores going forward. High impact actions are selected. NOTE! Make sure to follow up on last month's actions.
- 5 Defined actions from the meeting are followed up on by the person responsible and implemented in-between the biweekly pulse check meetings.

*Stay in touch with the pulse of your key stakeholders on a biweekly basis.*

# Taking the pulse of VELUX

## ABOUT THE COMPANY

VELUX Group is a building materials manufacturer with manufacturing and sales operations in more than 40 countries and manufacturing companies in nine countries. They are one of the strongest brands in the global building materials sector, offering roof windows and modular skylights as well as a range of decorative elements, blinds, roller shutters, installation solutions, and remote controls.

### Key figures:

1. Employees: Approximately 9,500 worldwide
2. Total revenue: DKK 17,734 million

## PROJECT BACKGROUND

The project is characterized as an organizational change project set into motion to ensure early benefit realization in all projects in the entire portfolio. The focus was mainly on changing the behavior of the project owners, project leaders, and selected internal PMO consultants so they could help to ensure that each project was initiated with the impact solution design process. In addition, each project should have an insightful roadmap displaying the project's impact realization journey before jumping into execution. This bottom-up approach both supplemented and stood in contrast to the previous top-down, report-driven approach.

In order to realize the ambition of reducing the time to impact, two project "experiments" were designed for faster impact. In other words, alongside the overall change project, we also had weekly touchpoints with two teams and local project owners. In the process, we also conducted on-the-job training of eight practitioners to enable them to initiate the process in their next projects. Lastly, we mobilized the VELUX project community by meeting with the review team every three weeks to start changing existing practice. The stakeholder landscape therefore consisted of one overall project, two project experiments and the VELUX project community.

## INITIATING THE PULSE CHECK

From a Half Double perspective, stakeholder satisfaction is always the ultimate success criterion. However, when working with such a multifaceted stakeholder landscape in a project focused on changing mindsets and behavior, following up on stakeholder satisfaction and creating rapid feedback loops was of the essence. As part of the first workshop in the impact solution design process, we therefore identified the key stakeholder groups within each project. That was executed in collaboration with the project owner of the portfolio project, and the respective project owners of the two project experiments.

In order to continuously stay abreast of the status of the organization, we decided to conduct a bi-weekly six-question pulse check. These can be seen on the following page. The pulse check feedback meetings were then integrated into the set project heartbeat to give the respondents the chance to elaborate on their input and collectively brainstorm on how to overcome potential challenges and become even stronger as an individual and as a team going forward.

We also conducted mini pulse checks after each impact solution design workshop to capture immediate reactions and reflections. The mini pulse check was a visual poster posing a single question: **"How confident are you that we are on the right track in terms of creating faster benefits with the project?"** The participants were asked to place a post-it with their name physically on the poster to indicate the strength of their confidence that we are on the right track. The dialog based on the rating was vital as it triggered insights into what to change and what to do more of in order to increase stakeholder satisfaction.

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*Project type:  
Organisational  
development project*

*Objective:  
Reduce time to impact in  
projects across the portfolio*

### Impact

*Time to impact reduced  
from 12 months to 5 months*

*Higher engagement and  
awareness within the  
organization due to higher  
involvement and use in practice as  
the project developed*

*Average pulse score 4.25*

How confident are you that we are on the right track in terms of creating faster benefits with the project?



"To a low extent"



"To some extent"



"To a high extent"

Michael

BIRGIT

LISE

LARS

ANNE-MARIE

### A 3-STEP GUIDE TO FACILITATING THE EFFECTIVE & ENERGIZING MINI PULSE CHECK

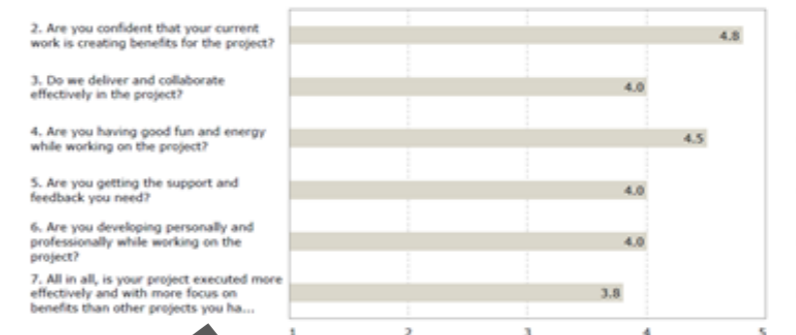
1. State the purpose of the tool and the question participants are to reflect on.
2. If time is limited, try to get at least one viewpoint for each column.
3. Make an effort to ask appreciative questions that generate energy in the team, such as:
  - ▶ Michael, would you care to elaborate on why you placed yourself on "To some extent" rather than "To a low extent?"
  - ▶ Lise, what should we do more of to ensure that you continue to feel confident that we are working in the right direction?
  - ▶ What key effort should we initiate to accelerate the process and reduce the time to impact going forward?

PROJECT  
HALF  
DOUBLE

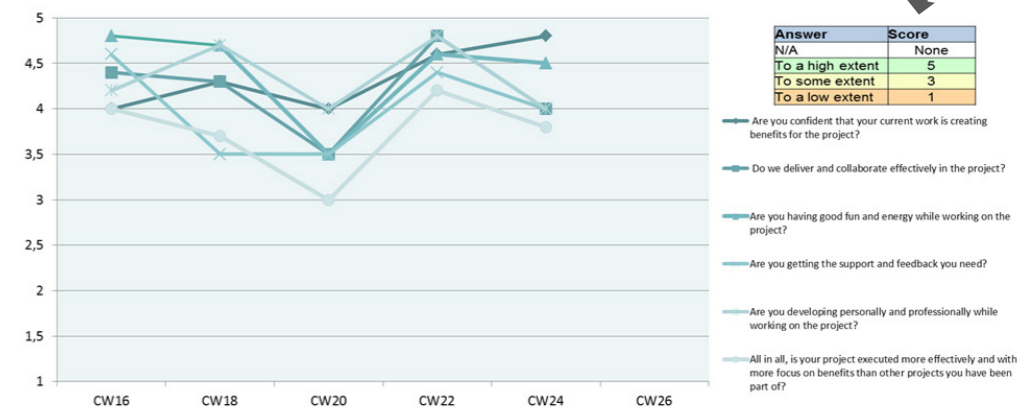
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## Pulse check results CW24

On the projects to what extent...



The Pulse Check report and the ongoing tracking as presented at the project's biweekly pulse check feedback meeting



# Sources

- 19) Sonnenberg et. al (2014), Projects for a reality on the move.
- 20) Svejvig et. al (2017), Project Half Double Addendum: Current Results For Phase 1, January 2017.
- 20) The VELUX Half Double pilot project.
- 21) Serra, C. E. M. and M. Kunc (2015). "Benefits Realisation Management and its influence on project success and on the execution of business strategies." *International Journal of Project Management* 33(1): 53-66.