

8 April 2021

Create more value in your projects

Half Double Institute Conference



PROGRAMME FOR TODAY

Welcome and why we are here today

Michael Ehlers, Implement Consulting Group

The launch of Half Double certification

Jørgen Aalbæk, Implement Consulting Group

The success of Half Double in GN Audio / Jabra

Sandie Lang Rosenlund, GN Audio home of the Jabra brand

– Break –

Panel discussion – The value of a certification in Half Double

Jesper Schreiner, Half Double Institute, and Richard Pharro, APMG

Newest research about Half Double

Per Svejvig, Aarhus University

– Break –

Keynote speaker:

Reinventing Project Management

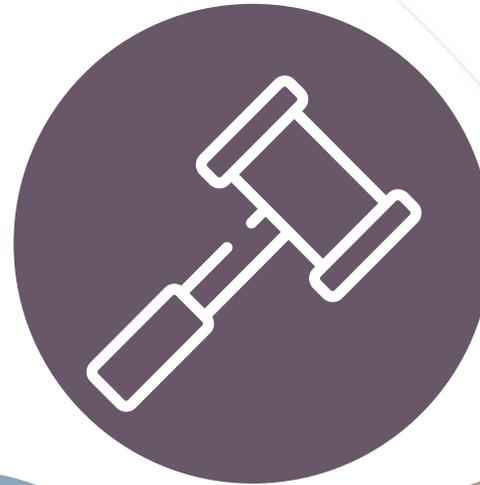
Antonio Nieto-Rodriguez

Thank you for joining!

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

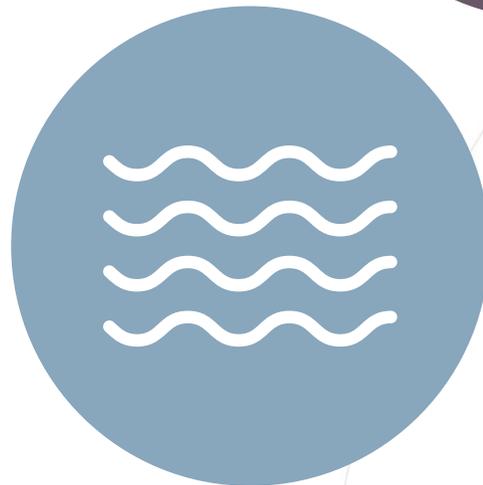
Impact

Reduce focus on deliverables and enhance focus on effect.



Flow

Reduce focus on optimisation of resources and enhance focus on the project's progression.

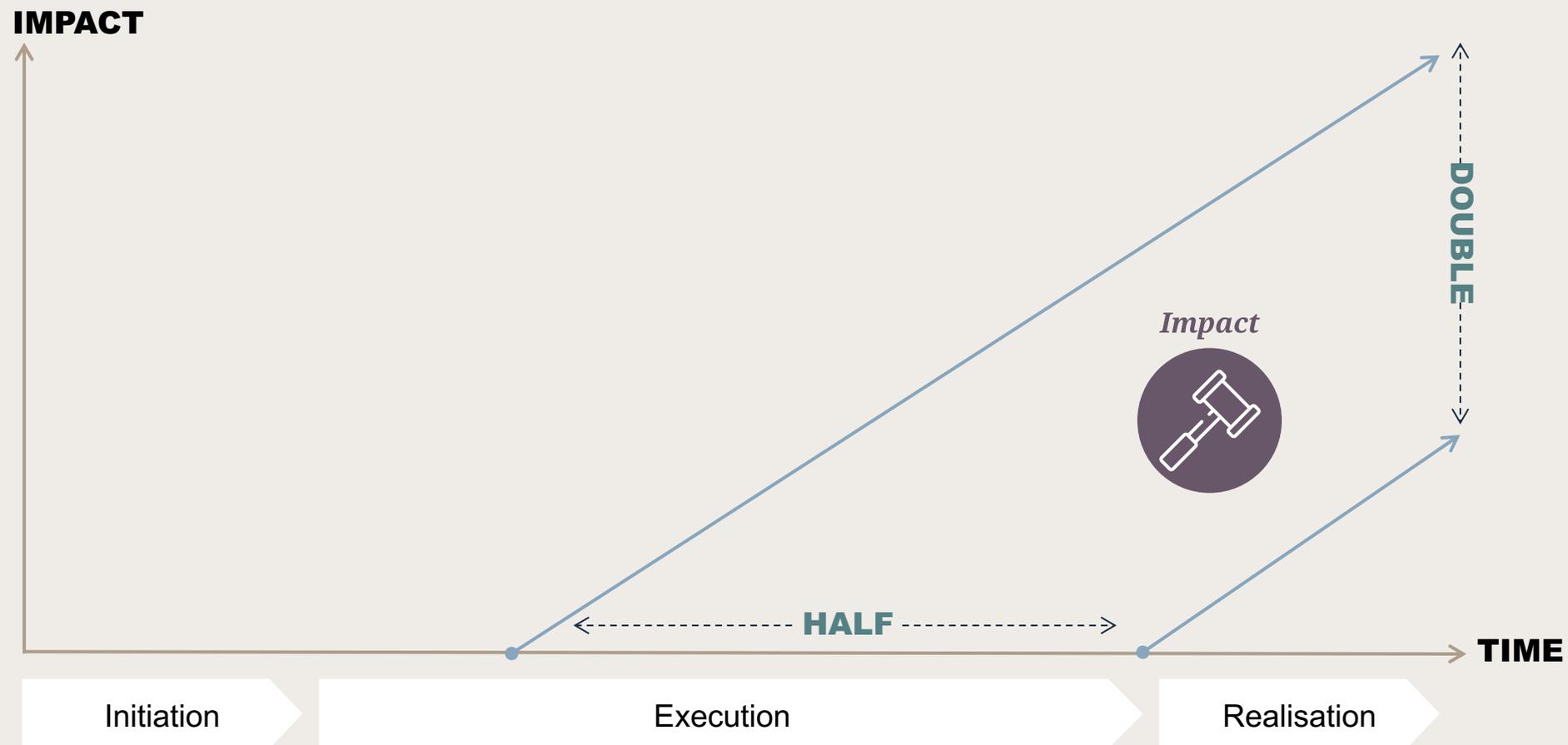


Leadership

Reduce formality and enhance focus on active involvement of the project owner, reduce focus on management of systems and enhance focus on leadership of people.



Half the time to impact creation will Double the impact



Mindset: Half Double projects are characterised by creating impact while being executed.

Half Double is simplicity to solve real business problems



Half Double in projects

Create impact in projects

Half Double portfolio

Create strategic impact in portfolios





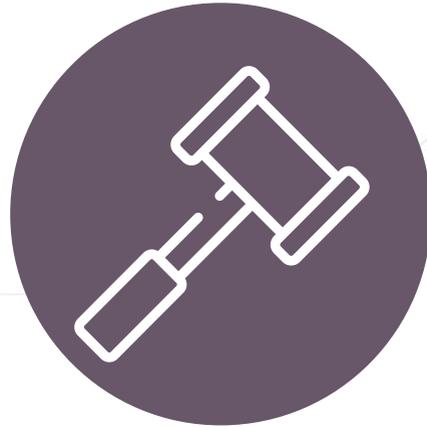
Half Double training and certification

Half Double training and certification

The learning journey to become a Half Double practitioner

Overall learning objectives

Impact



Become a collaborative leader



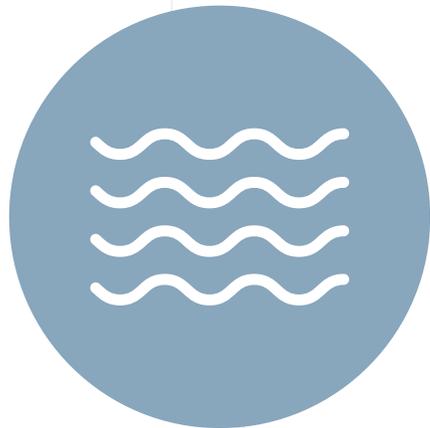
Create high-impact projects



Learn to work agile



Opportunity to become certified



Flow

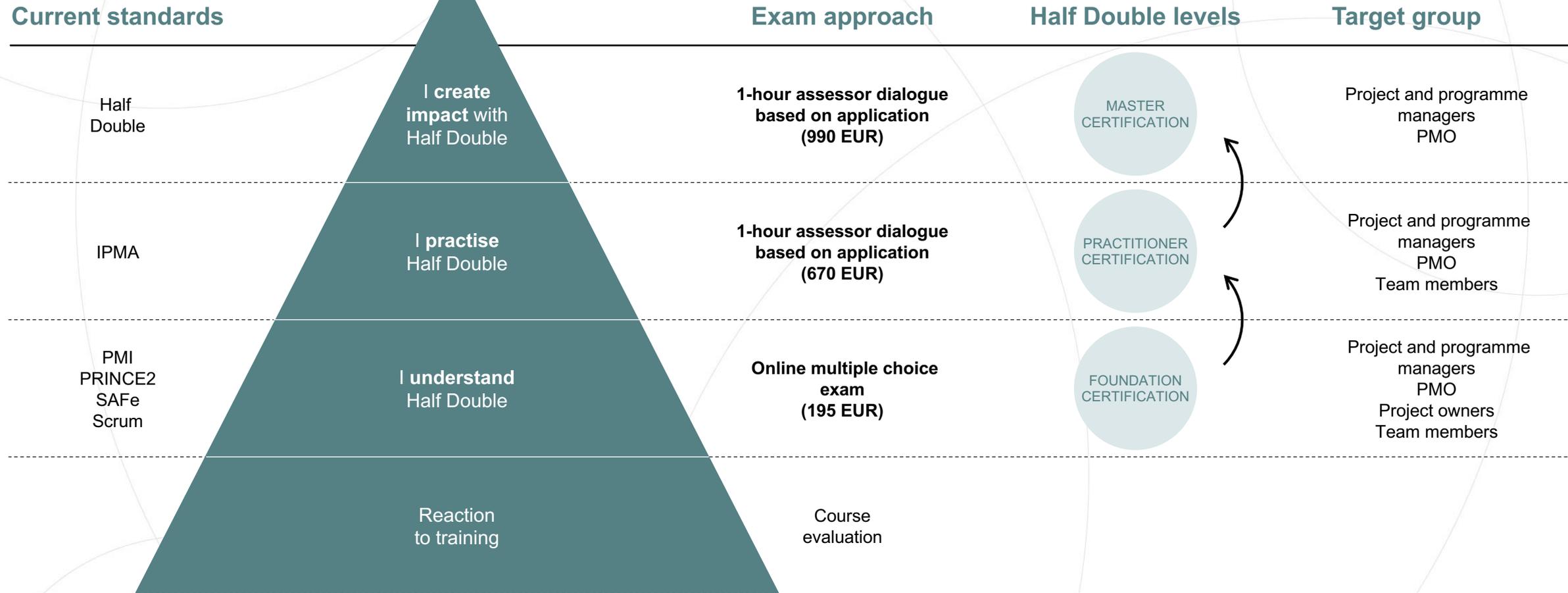


Leadership

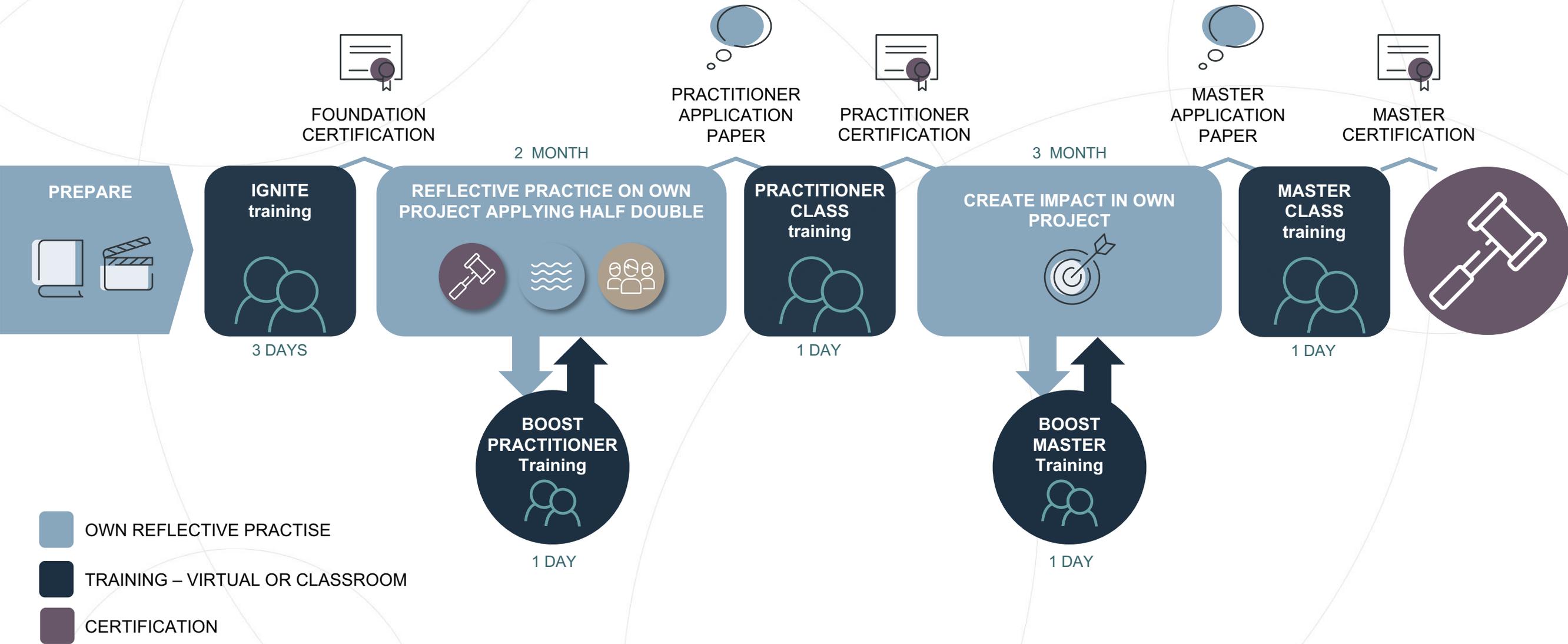
Half Double certification – three levels of mastery



impact



The Half Double training programme and certifications



The Half Double learning journey is based on a lot of *reflection* and *real life doing*

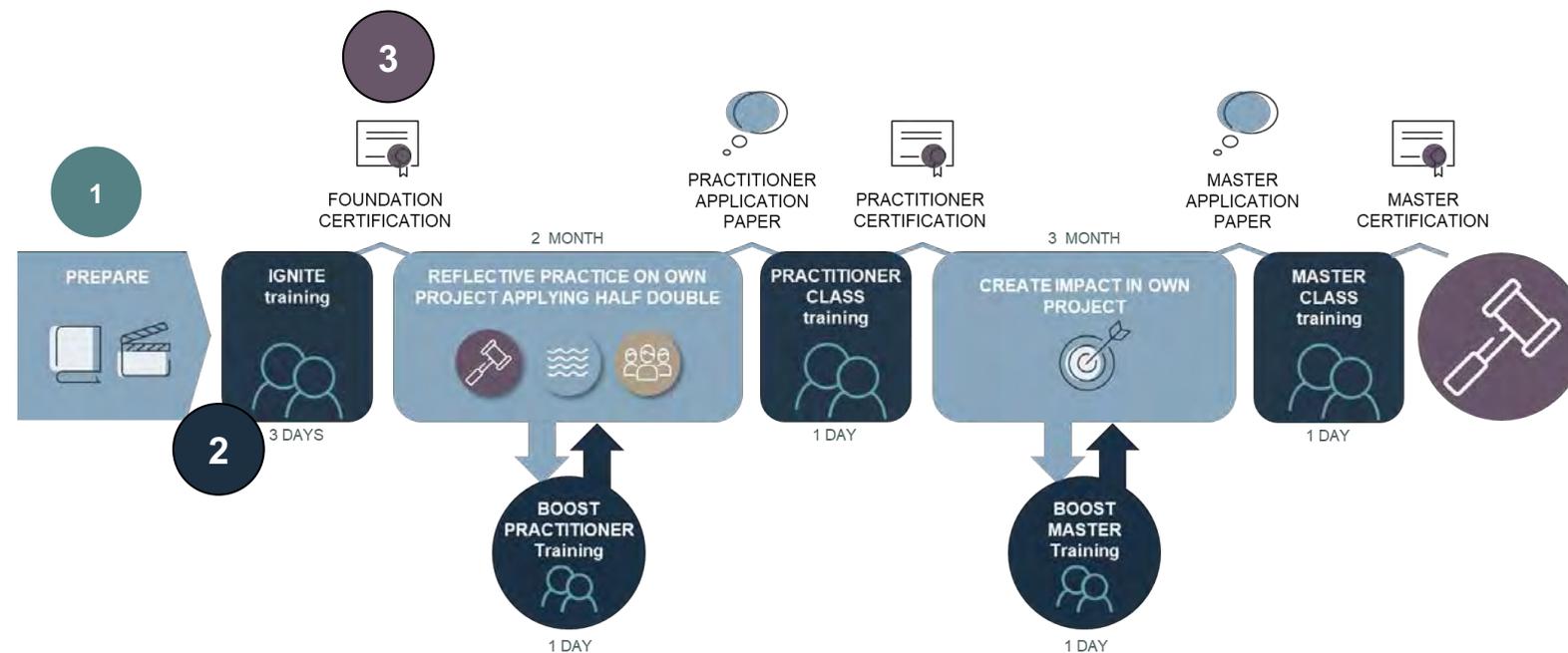


Learning impact

Increased focus on delivering project impact fast and continuously through the project's lead time.

Increased ability to reduce project lead time and ability to adapt a project to shifting external and internal requirements.

Ability to pass the Half Double Foundation exam.



Foundation learning journey

1

Individual reflection: Prepare and start reflection from home with reading materials, films and cases to stimulate learning appetite.

2

Classroom (onsite or virtual): Ignite training with introduction to core elements, methods, tools and application on a real case.

3

FOUNDATION certification: Individual Half Double knowledge exam (online). Complete 40 questions about Half Double in 60 minutes.

Half Double at GN Audio

Jabra GN
.....

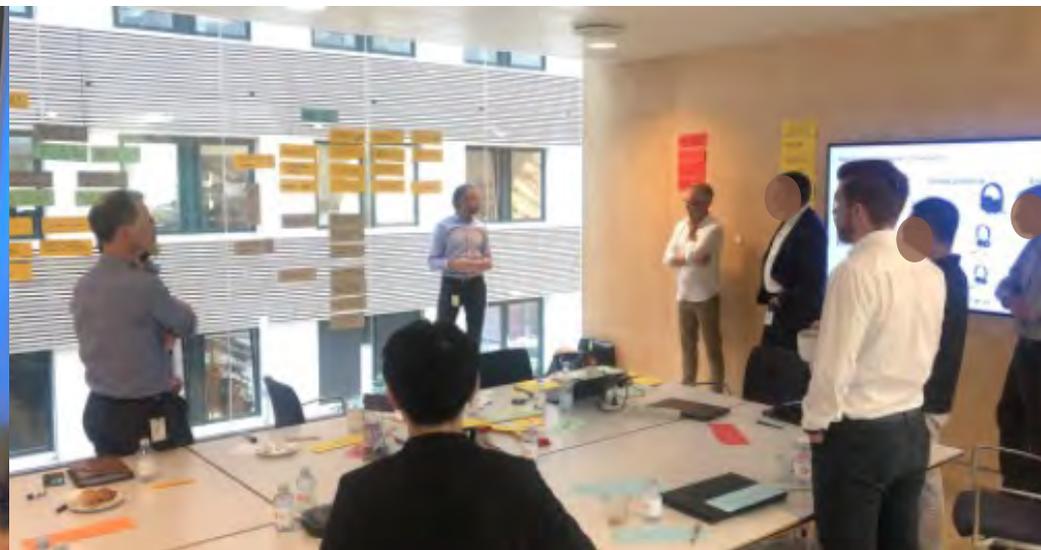
The Half Double journey at GN Audio

2018

- Half Double training of PMs, GPMs and selected employees (Denmark and China), total 100+
- Key learning: To truly reap the benefits, we needed our own local translation

2019

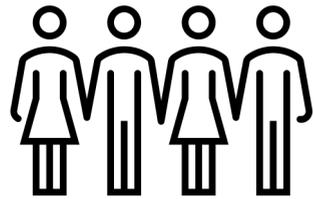
- Cross-functional project group to co-create the framework, mainly people from GN Audio and supported by Implement
- Started in January with first version ready in Summer 2019



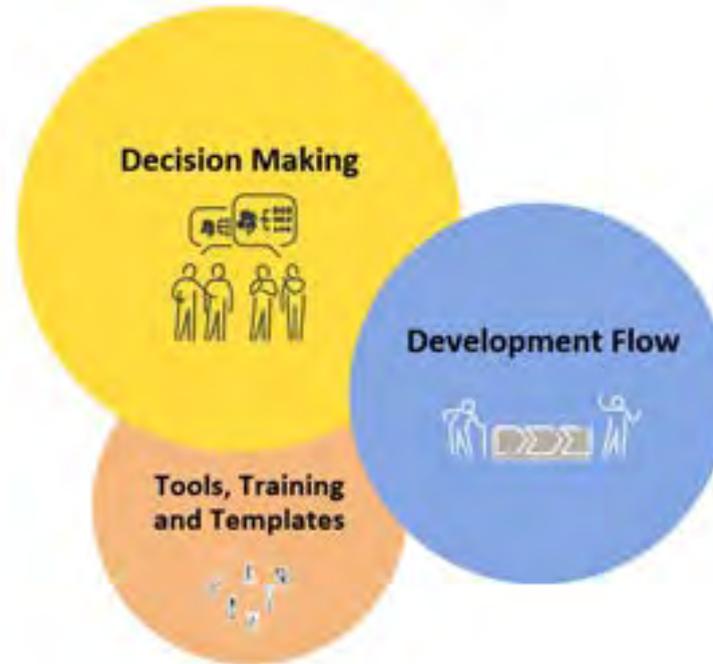
The Half Double journey at GN Audio

3

pilot projects
September, 2019



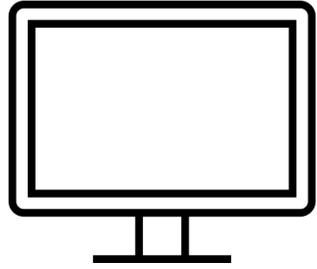
The IMPACT model



30/70

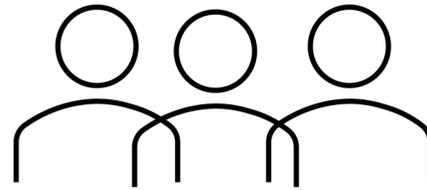


Where we are today – 2020 and beyond



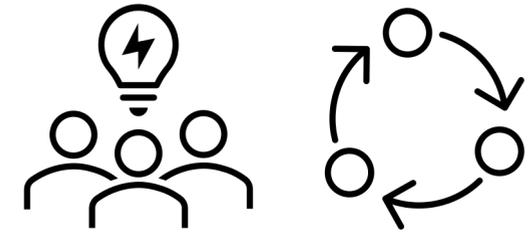
KNOW

Company-wide e-learning



APPLY

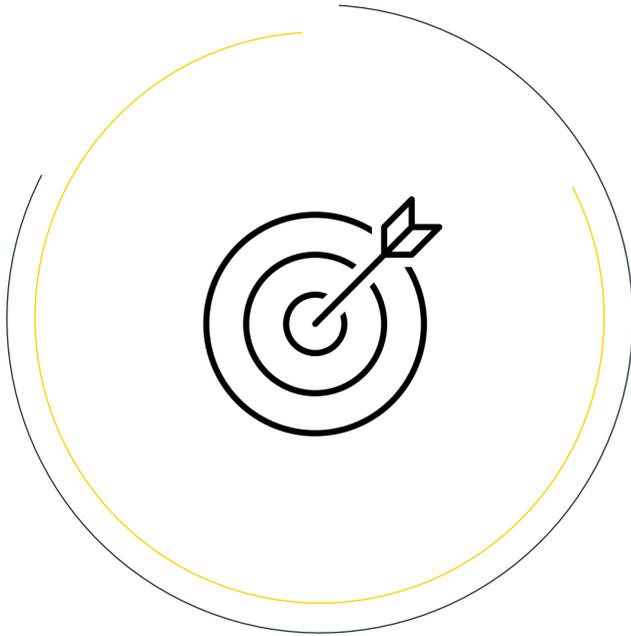
Project-specific training
and coaching



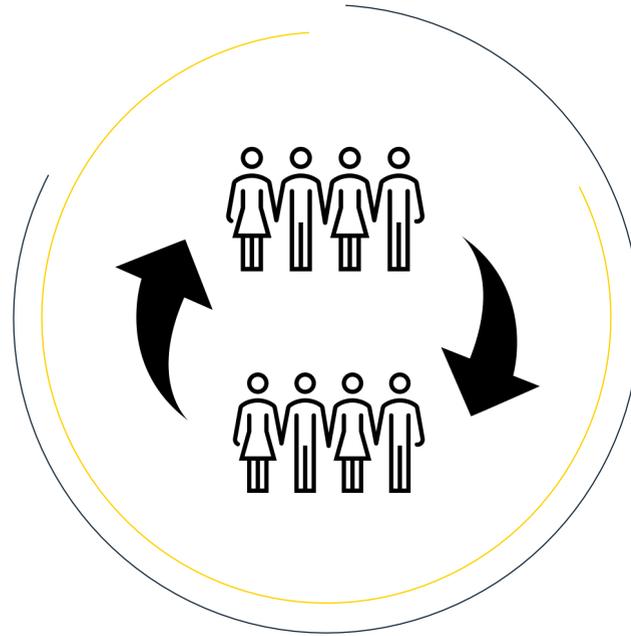
MASTER

Continuous improvement
and adaptation

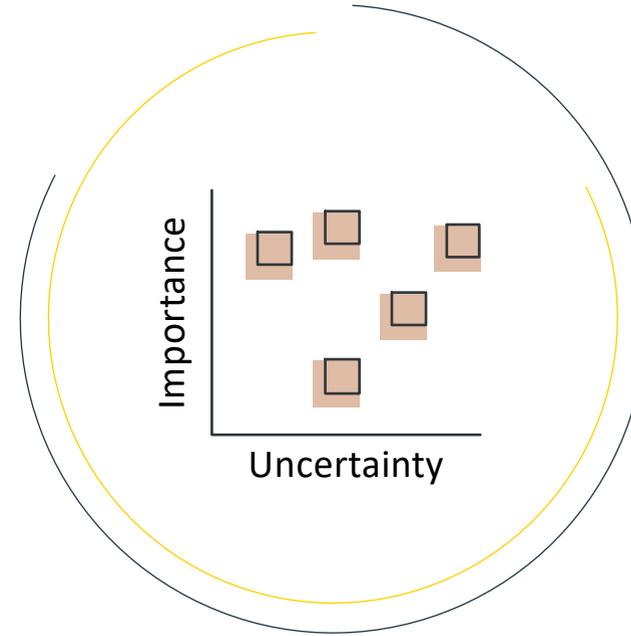
What are we doing differently?



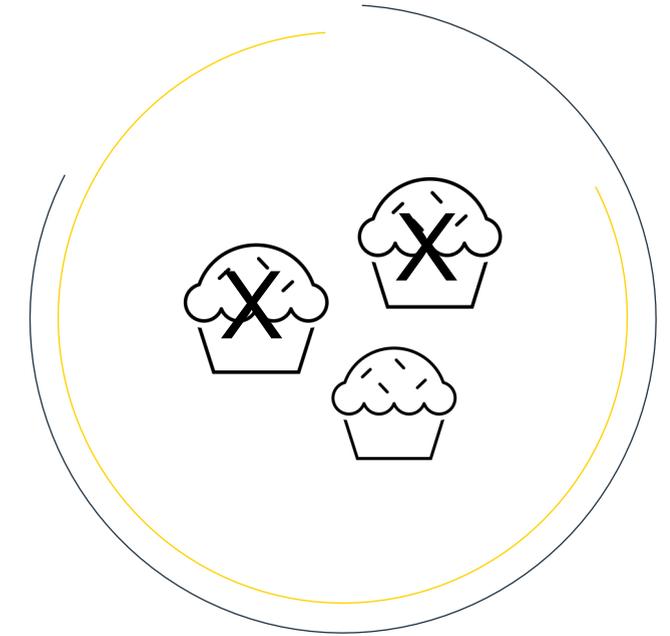
We align upfront ...



... and continuously throughout the project

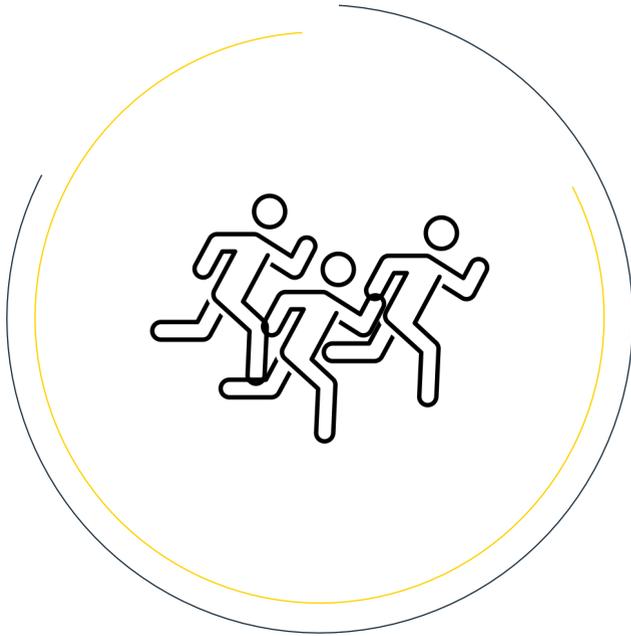


Failing fast is a success ...

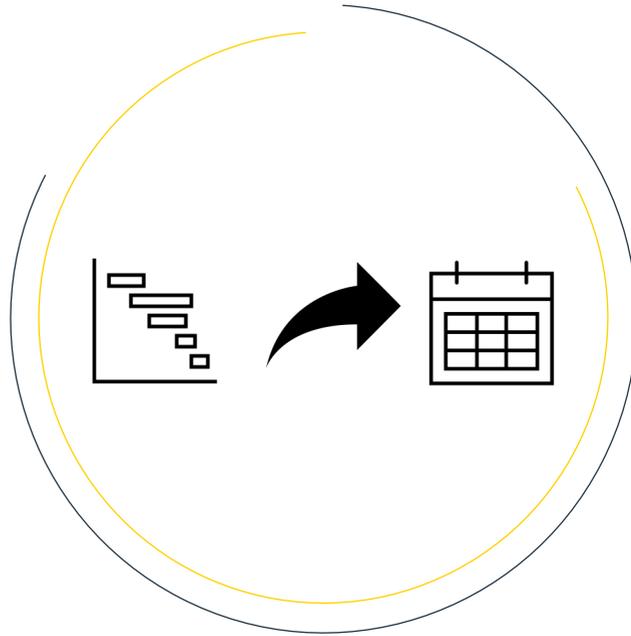


... it allows us to focus sooner

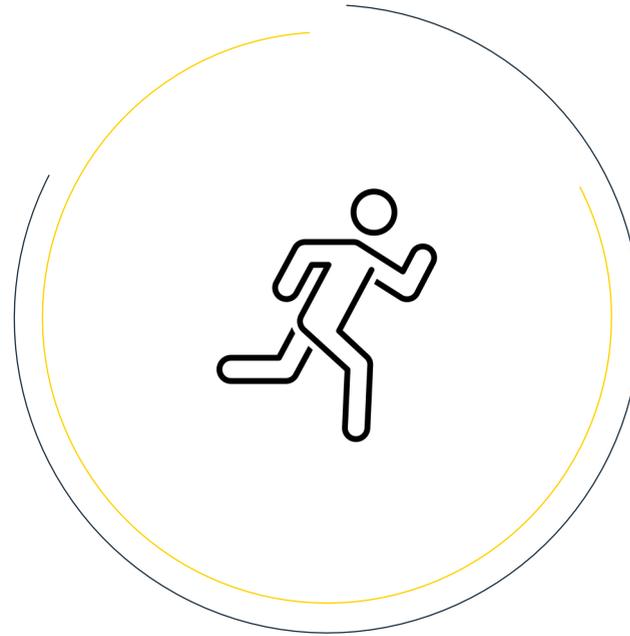
What are we doing differently?



We sprint together ...



... planning is a team effort

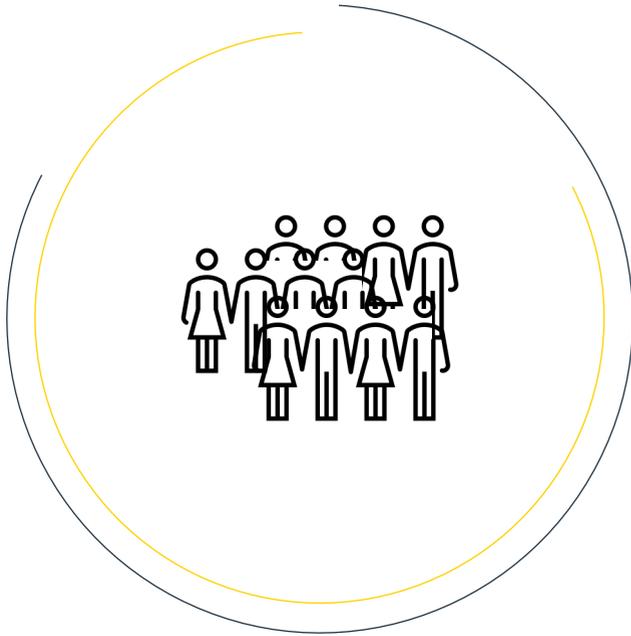


We hit the market running ...

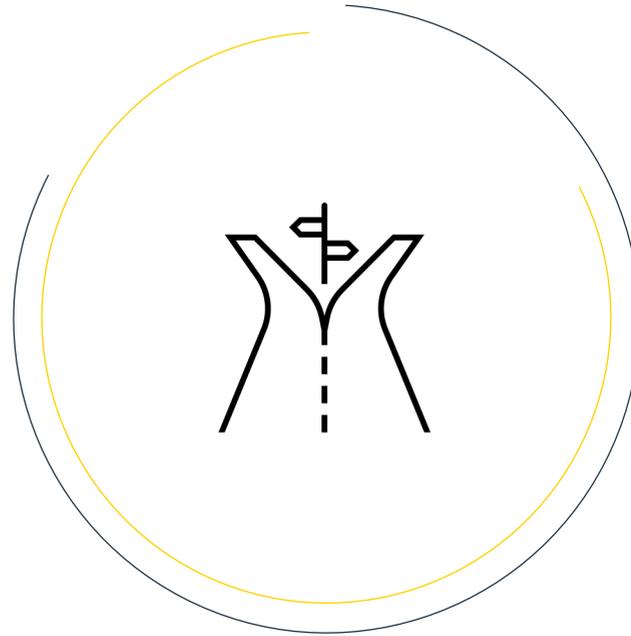


... transparency is key

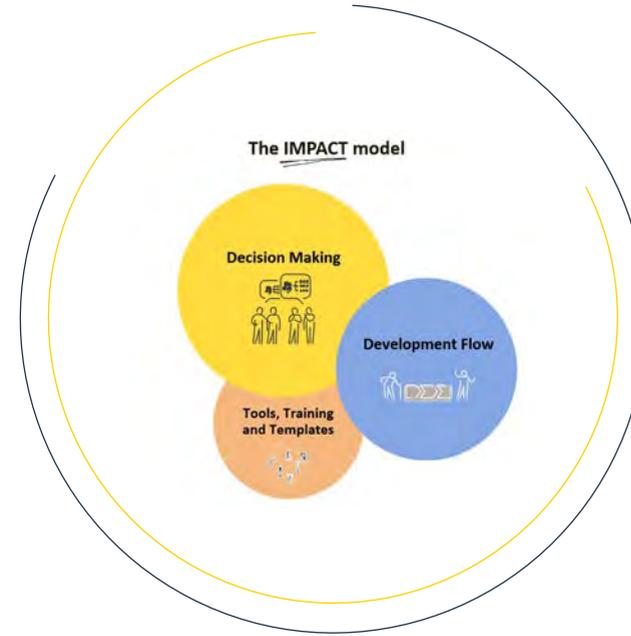
Why are we doing this and what's next?



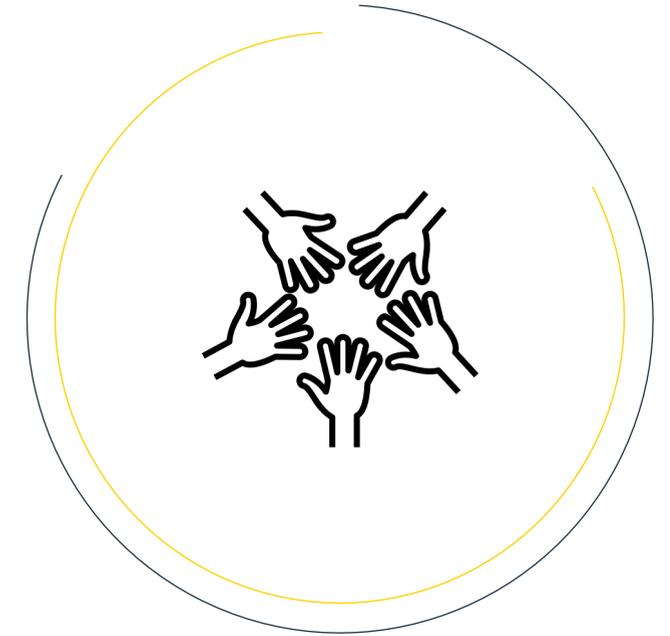
Maturing the organisation ...



... to make better decisions



This is our way of working ...



... it's not perfect, but we are continuously improving it together

BREAK

5 minutes

*In the meantime, think about **what inspired you the most from Sandies presentation**, and write your thoughts in the chat*



Question for discussion:



WHY IS CERTIFICATION A GOOD IDEA FOR PRACTITIONERS?

Question for discussion:



**HOW DO ONE GO FROM A
CERTIFICATION TO CHANGED
BEHAVIOUR AND IMPACT IN
ORGANISATIONS?**

Next step in the certification journey

We are currently offering the Half Double Foundation certification training course at only

4,000 DKK instead of the normal price of 13,500 DKK.

(This is a one-off price only possible because of funding from The Danish Industry Foundation).

Sign up for our upcoming courses →

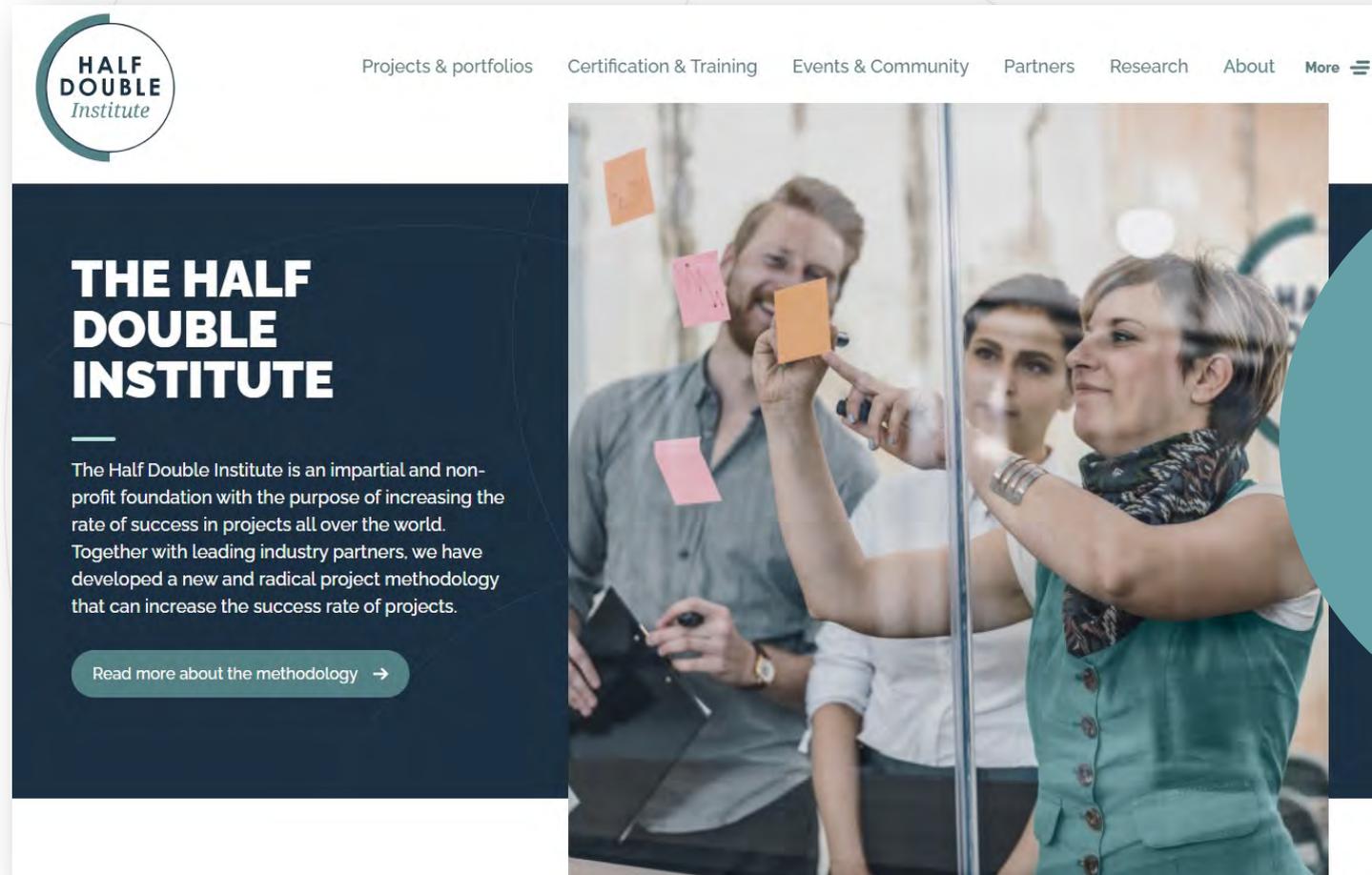
Half Double Foundation certification training courses:

26-28 April	3-5 May
10-12 May	18-20 May
26-28 May	1-3 June

For accredited training organisations only:

17-19 May

Find all the courses and sign up on our website



Link in chat



Half Double Conference 2021, webinar 8 April 2021

Newest research about Half Double

Mid-term Evaluation and Consolidation across phases



**FIVE YEARS OF
COLLABORATIVE RESEARCH**



Disclaimer



There are always limitations and uncertainties with research.

The report we have just published has been through a normal review process but not an academic peer review (as for conference and journal papers).

Key numbers

56%

of Half Double projects have a high success rate¹



87%

of Half Double projects have a high or medium success rate²



13%

of Half Double projects fail³

¹Based on 16 HD projects fulfilling above 67% of their success criteria.

²Based on 16 HD projects each compared with at least 1 (in majority 3) reference projects not using the HDM.

³Based on 16 HD projects fulfilling none or less than 33% of success criteria and completed slower and with lower impact than comparable reference projects.

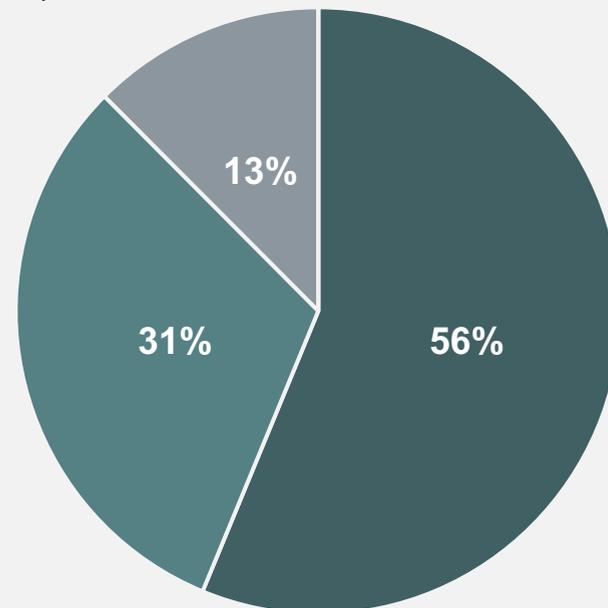
The results from Project Half Double

87%

of the pilot projects have fulfilled or partly fulfilled the success criteria of the project.

Half Double Project Success

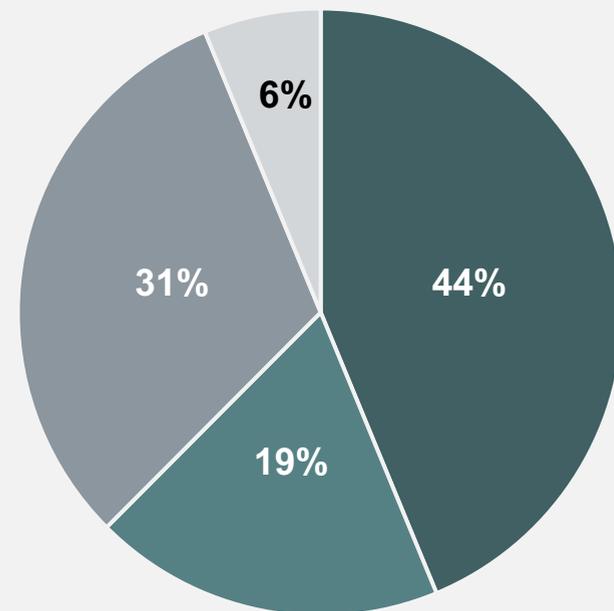
- High scoring projects (n=9)
- Medium scoring projects (n=5)
- Low scoring projects (n=2)



The results from Project Half Double

Half Double Project Performance

- High scoring projects (n=7)
- Medium scoring projects (n=3)
- Low scoring projects (n=5)
- No data (n=1)



63%

of the pilot projects have scored higher than one or more reference projects.

Benchmarking with other studies: Success rate for Half Double Methodology is snug in the turn

EVALUATION CRITERIA		IPMA (2019)	PMI (2020) ¹	CHAOS (2018)	PHD (2021)
1	Deliver projects on time	30%	39%-63%	40%	N/A
2	Deliver projects on budget	36%	46%-67%	43-58%	N/A
3	Deliver projects that meet original goal and business intent	44%	56%-77%	26% ²	56% ⁵
4	Deliver stakeholder satisfaction	46%	N/A	32% ³	88% ⁶
5	Project failure	N/A	21%-11%	19% ⁴	13% ⁷

¹PMI reports on all evaluation criteria in intervals ranging from low to high organisational maturity level.

²CHAOS reports on the third evaluation criterion in an interval from precise to close.

³CHAOS reports on the fourth evaluation criterion in an interval from satisfied to very satisfied.

⁴CHAOS reports on the fifth evaluation criterion based on data from 2017.

⁵PHD reports on the third evaluation criterion in an interval from 67% to 100% of project success criteria fulfilled.

⁶PHD reports on the fourth evaluation criterion as high application of a practice, focusing on stakeholder satisfaction.

⁷PHD reports on the fifth evaluation criterion in an interval from 0% to 32% of project success criteria fulfilled.

Three key takeaways from the report

1

HD projects work well across **a variety of contexts**, especially within healthcare, electronics, food and manufacturing industries, and in **small and short projects** of various types.

2

The practices employed in HD projects show that **the core principles of the HDM are represented** compared to reference projects, but the biggest difference was for **the Impact principle**.

3

Small and medium-sized enterprises (SMEs) show that these organisations are not remarkably different from large enterprises.

Do you want to hear more?
Research talks as short webinars of about 30 minutes



**Practices used
in Half Double
projects**

**Half Double
Methodology in
small and medium-
sized enterprises
(SMEs)**

**Project success
and project
methodologies
in a Half Double
perspective**

**STAY TUNED,
COMING SOON!**





The Project Economy

Reinventing Project Management

Prof. Antonio Nieto-Rodriguez

April 2021

Life

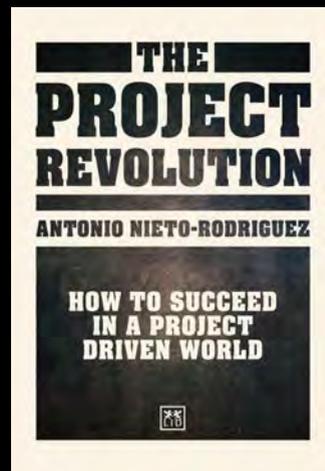
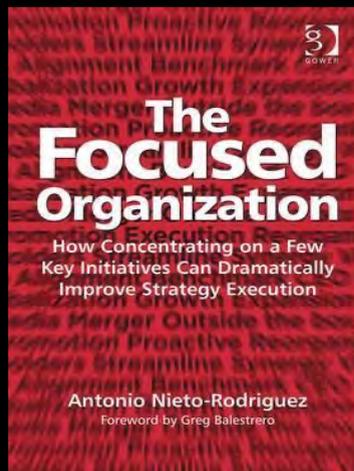
Work

BRIGHTLINE™
INITIATIVE

Teach

Thought Leader

STRATEGY IMPLEMENTATION INSTITUTE

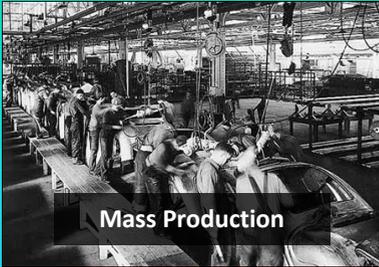
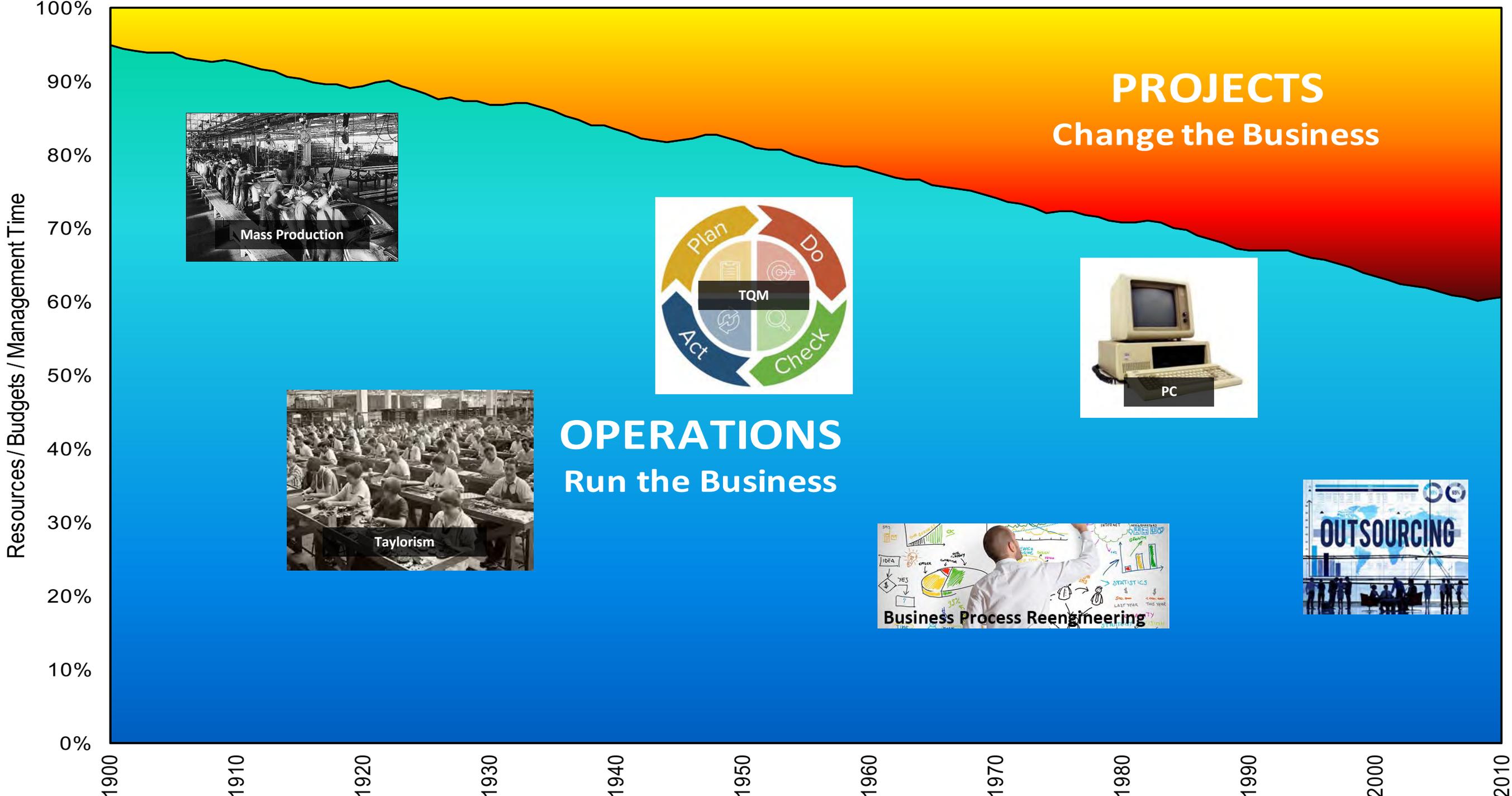


- **Website:** www.antonionietorodriguez.com/
- **LinkedIn:** be.linkedin.com/in/antonionietorodriguez
- **YouTube:** [The Project Economy by ANR](#)
- **Twitter:** [@anietorodriguez](#)
- **Newsletter:** [Sign up here](#), join 51,000+ experts

Agenda

1. Welcome to the **Project** Economy
2. Need to Reinvent Project Management
3. The Project Manager of the Future

Unnoticed yet Relentless Business Model Radical Shift

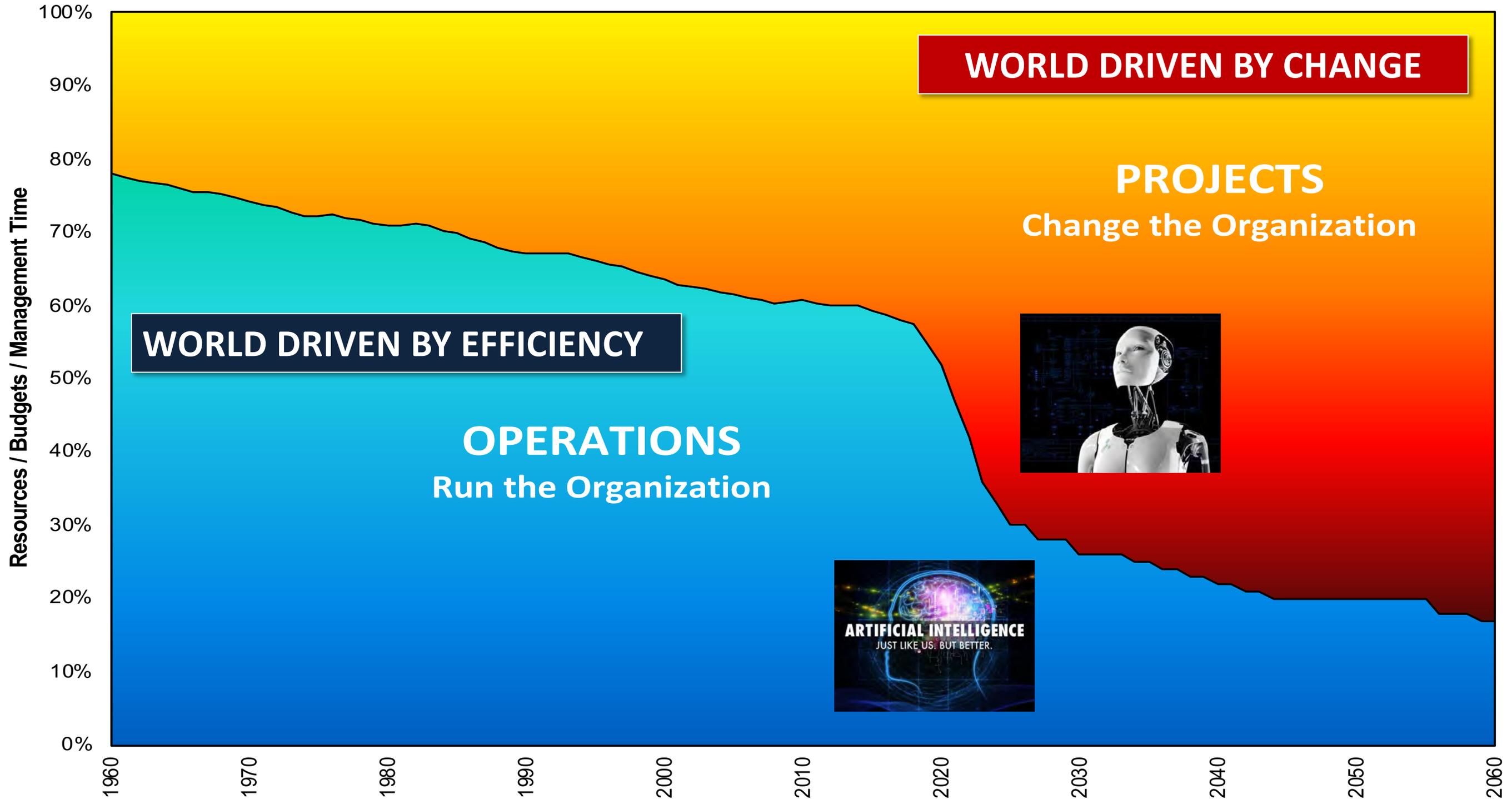


PROJECTS
Change the Business

OPERATIONS
Run the Business

Source: Research done on UK's GDP Evolution on economic history

From a World Driven by Efficiency to a World Driven by Change



WORLD DRIVEN BY CHANGE

PROJECTS

Change the Organization

WORLD DRIVEN BY EFFICIENCY

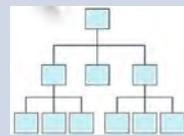
OPERATIONS

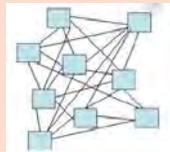
Run the Organization



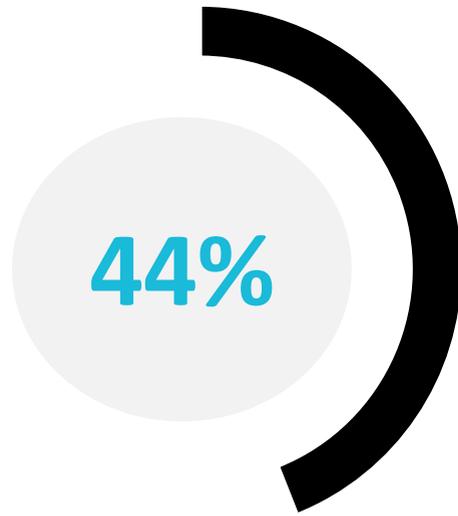
World Driven by EFFICIENCY

World Driven by CHANGE

Period	Today
Objectives	Generate Revenues, Survival
Culture	Command, Control, Discipline
Focus	Efficiency, Volumes, Costs, Products
Plans	Business/Operational Plans
KPIs	Commercial, Financial, Performance
Skills	Deep Expertise
Key Role	Chief Operating Officer (COO)
Finance	Yearly Budgeting Cycle
Results	Predictable and Tangible
Systems	ERP, APM, DevOps
Process	Standardized, Automated
Structure	 Hierarchy Silos

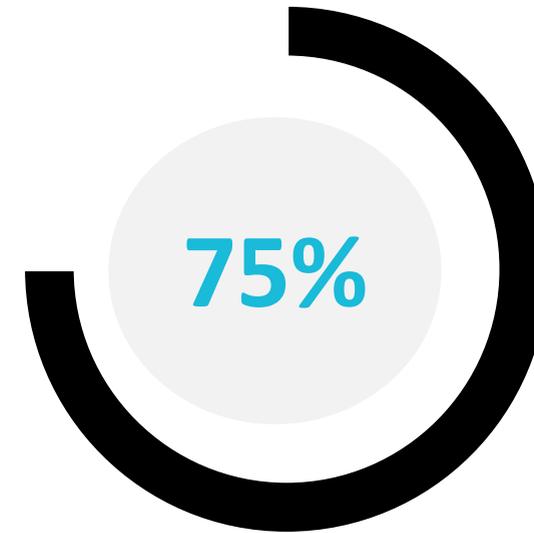
Period	Future
Objectives	Vision, Purpose
Culture	Entrepreneur, Collaboration
Focus	Innovation, Transformation, Benefits
Plans	Strategic Roadmaps
KPIs	Strategic
Skills	Deep Generalist
Key Role	Chief Project Officer (CPO)
Finance	Project Based
Results	High Risk and Intangible
Systems	MSP, PPM
Process	Unique, Non-repetitive, Evolving
Structure	 Networks Project-based Self-managed

Source: "HBR Project Management Handbook", Antonio Nieto-Rodriguez, 2021



of all projects failed to meet either time, budget or quality goals, while 15% either stop or fail to meet all objectives.

IBM Research



of respondents admit that their projects are either always or usually “doomed right from the start”.

Geneca’s 2017 study

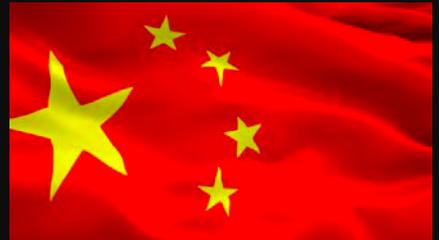


Imagine if ... 7 out of 10 ... **failed**



If we increase project success by 30% (to 65%), we would generate additional USD 14.4 trillion per year.

China (GDP) in 2020



Agenda

1. Welcome to the Project Economy
2. Need to **Reinvent** Project Management
3. The Project Manager of the Future

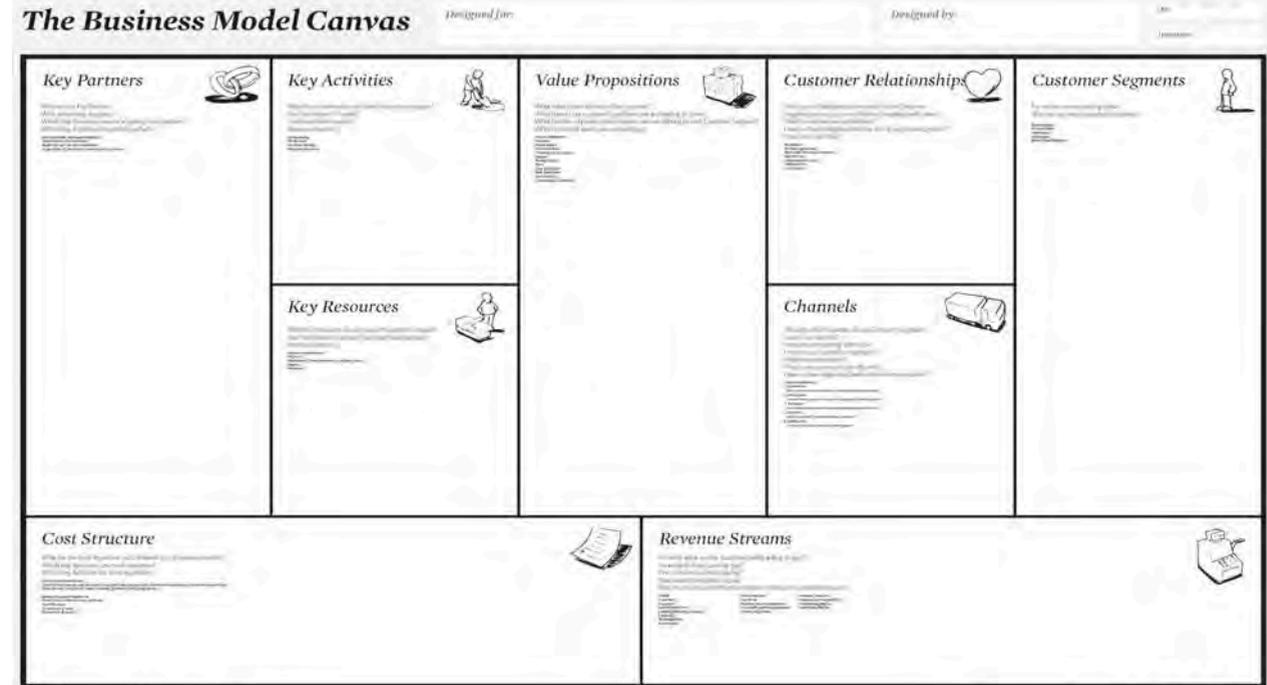
Need to **Reinvent** Project Management

- 1** Simplification of **Project** Management Frameworks so that anyone can apply them and be successful.

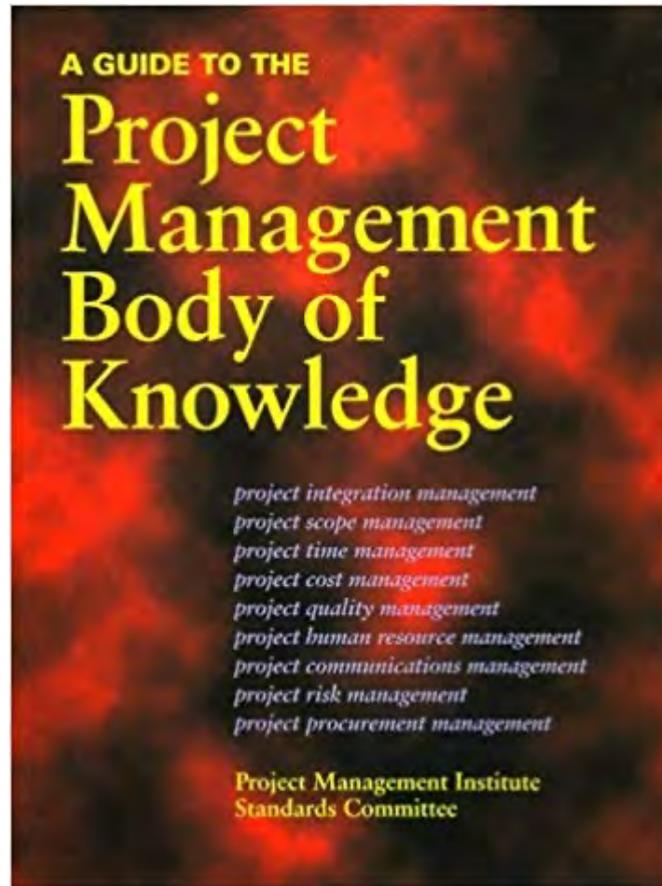
- 2** Expanding the reach of **Project** Life Cycle to encompass the start and end stages.

- 3** Developing two additional **Project** Triple constraints to reflect the new reality.

Successful Management Theories ... are **Simple**



When was the first edition of PMBOK published?



- A. 1994
- B. 1996
- C. 1999
- D. 1969

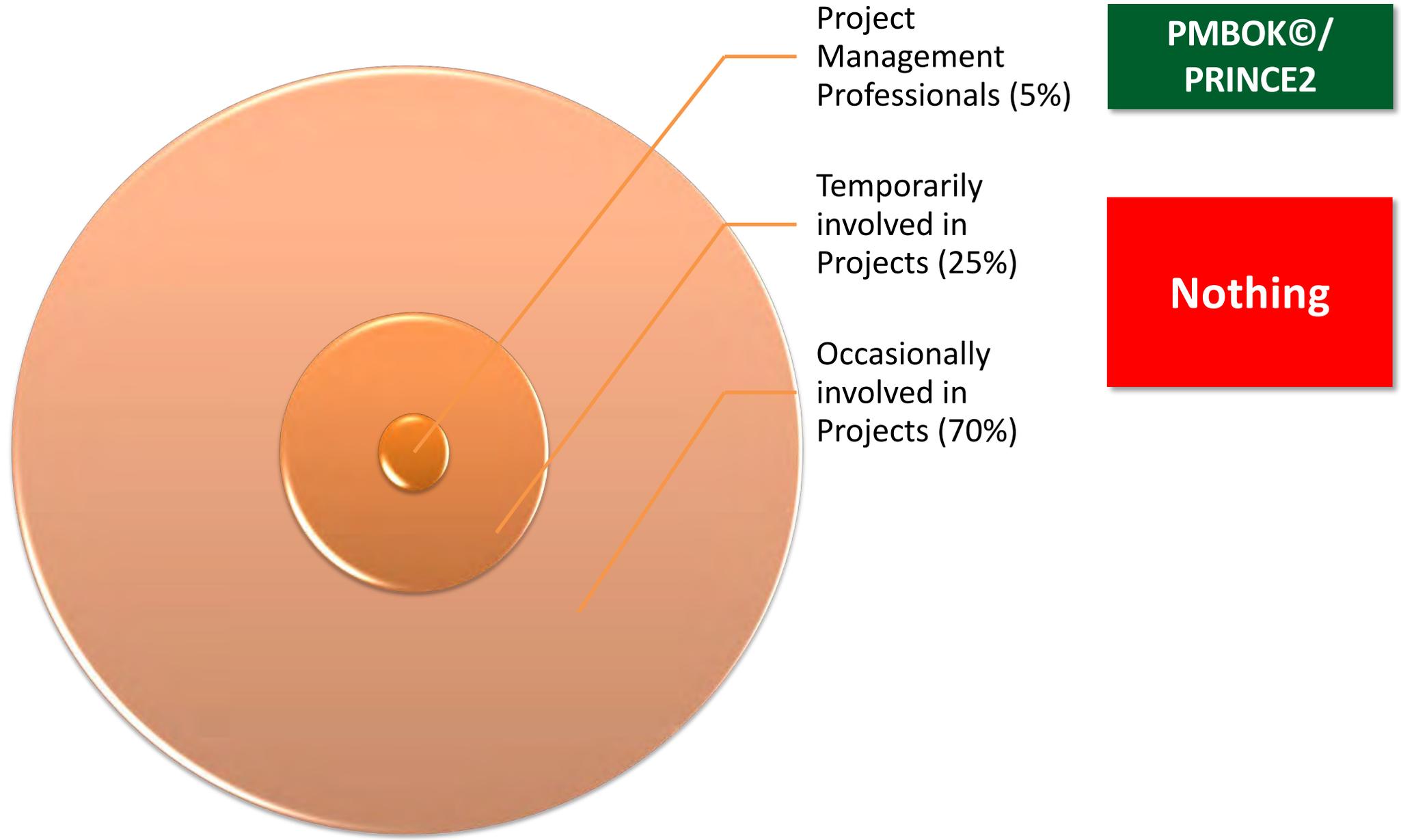


How long was it?

Year	PMBOK® Guide	Pages	Knowledge Areas	PM Processes
1994	Exposure Draft	64	8	37
1996	First Edition	176	9	37
2000	Second Edition	211	9	39
2004	Third Edition	390	9	44
2008	Fourth Edition	467	9	42
2012	Fifth Edition	589	10	47
2017	Sixth Edition	756	10	49

Exponential Growth in Complexity in Project Management

No simple framework for Projects



PROJECT CANVAS

The Project Economy



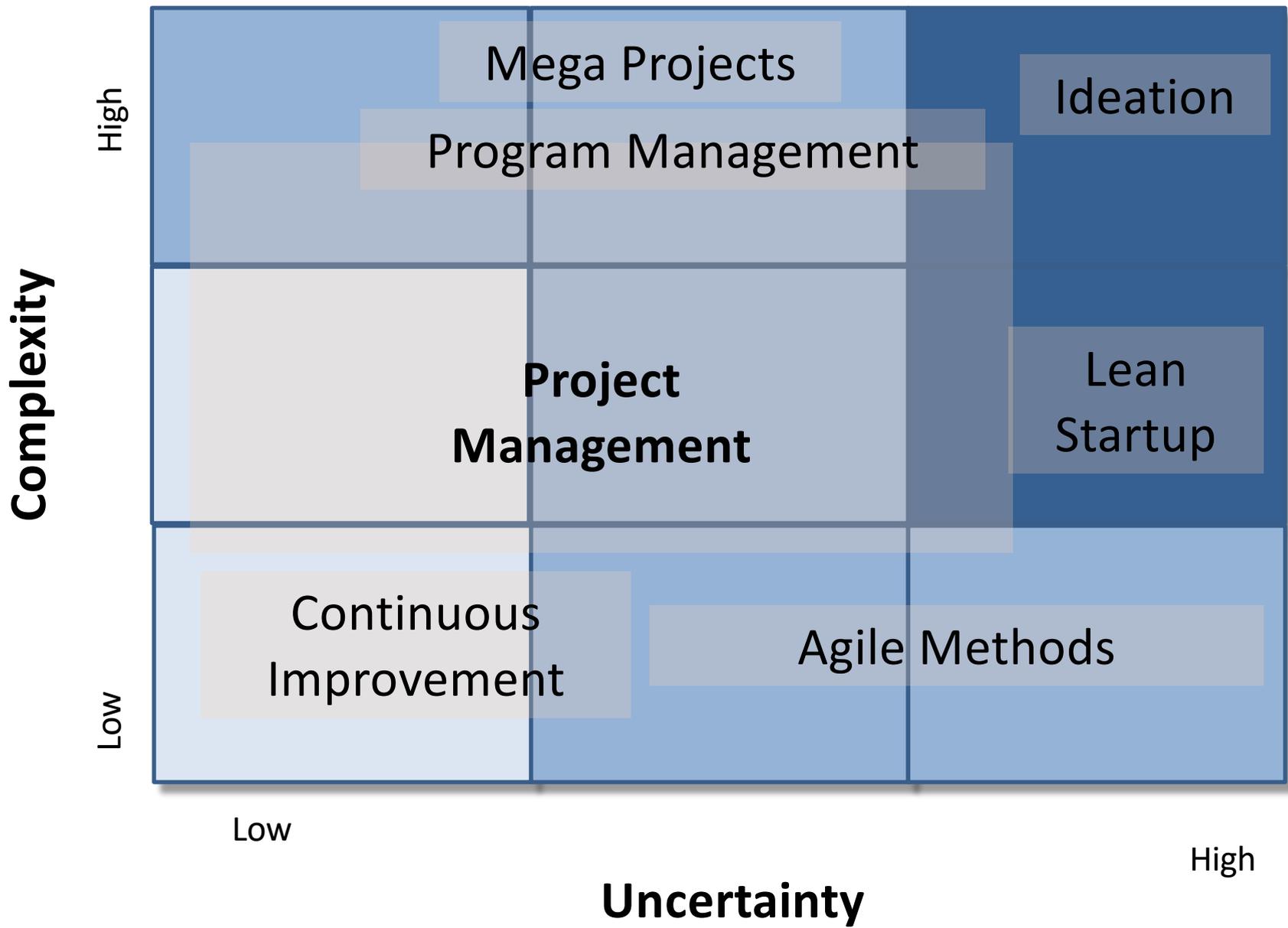
WHY	Rationale & Business Case What are the expected benefits? 	WHO	Executive Sponsor Who is accountable for the success of the project? 	Governance Who is responsible for what?
	Purpose & Passion "Why" are we doing the project? 		Risk Management Have the key risks been identified? Do we have a plan B? 	Human Resources What skills do we need? How are we going to keep the team motivated?
WHAT, HOW & WHEN	Scope What will the project produce and deliver? 	Procurement How are we going to manage the external contributors? 	Stakeholders Are key and impacted parties supporting the project? 	
	Time When will the project be completed? 		Change Management How are we going to engage the stakeholders and remove barriers to change? 	
	Cost How much will the project cost? How many resources do we need? 			
	Quality How do we ensure meeting the quality standards? 			
WHERE	Project-driven Organization Culture, Structure, Priorities, Competencies Has our organization and culture been adapted to succeed in a project-driven world? 			



1. One Size Fits All



2. Agile or Waterfall



Efficiency*
Projects

Sustaining*
Projects

Transformative*
Projects

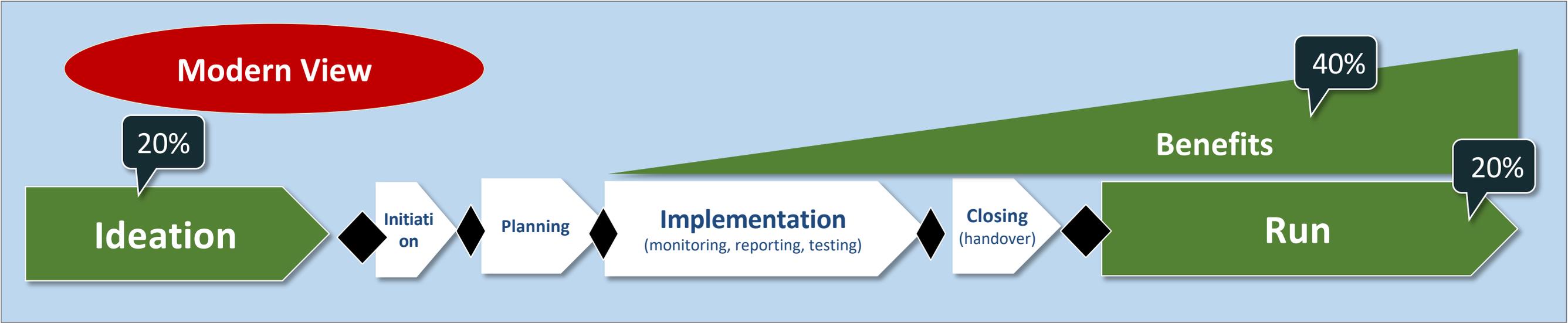
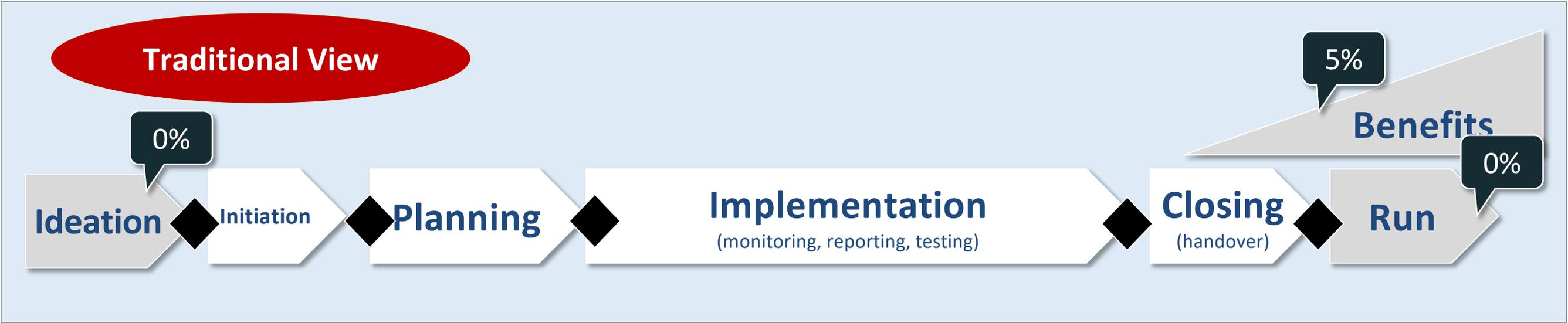






CHirec
ospital Group

Reshaping The Project Life Cycle



3. Changing How We Measure





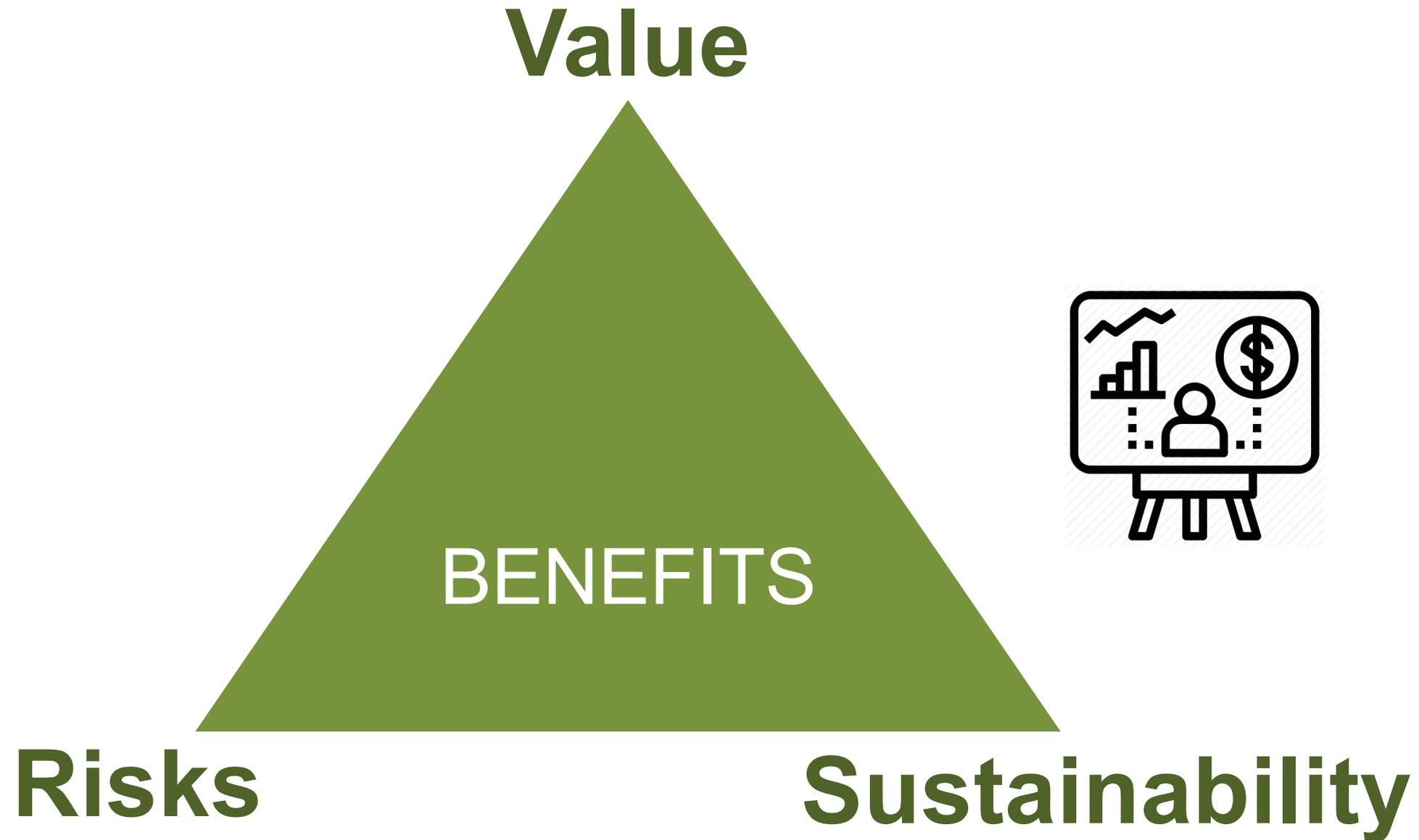
How would you consider a project that originally was:

- Scheduled for 4 years and a budget of \$7 mio?
- **14 years to be completed, it cost \$102 mio.**





The “Relevance” Triple Constraint





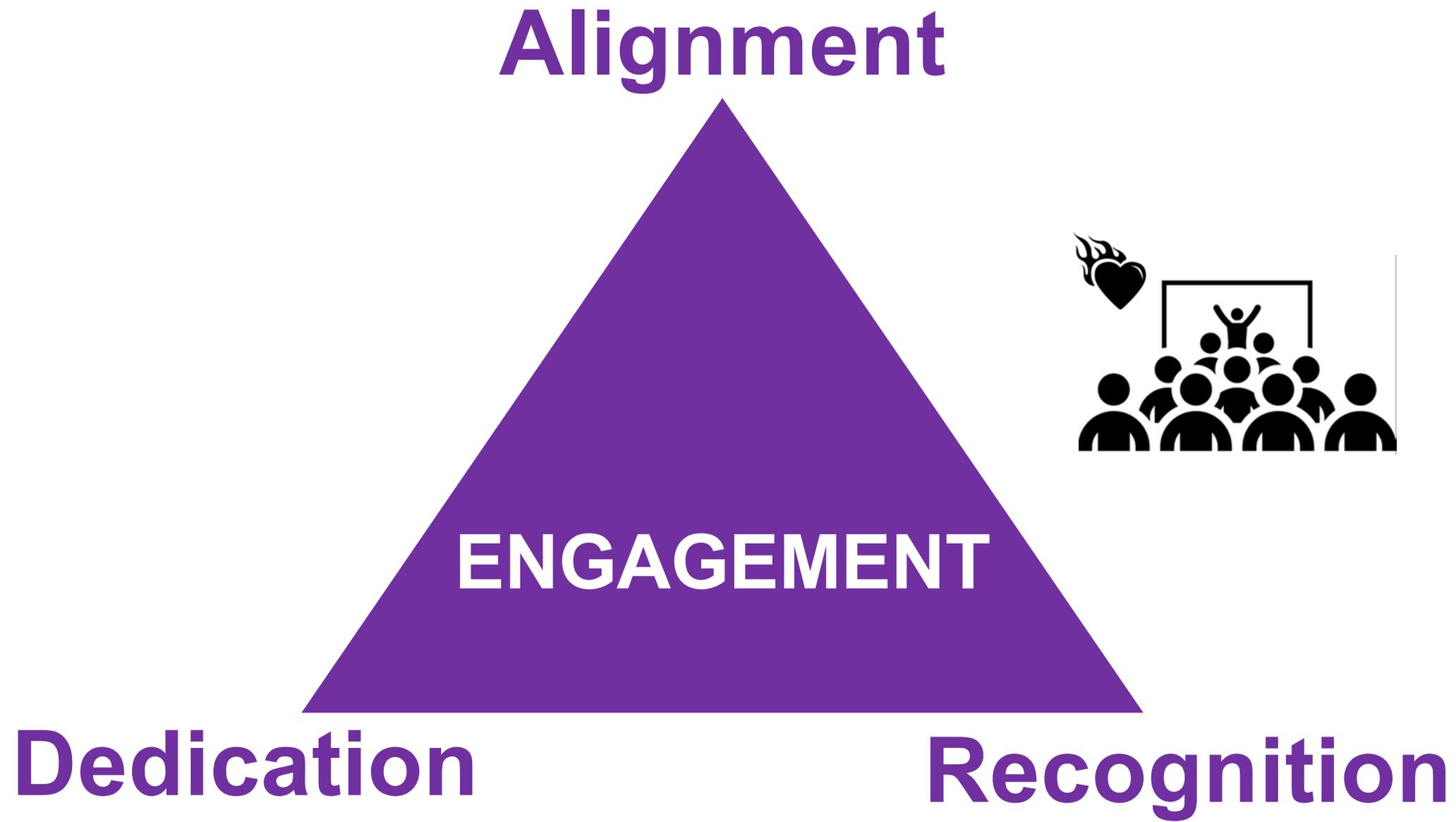
How would you consider a project that:

- Is more than 100 years late compared to the original plan?

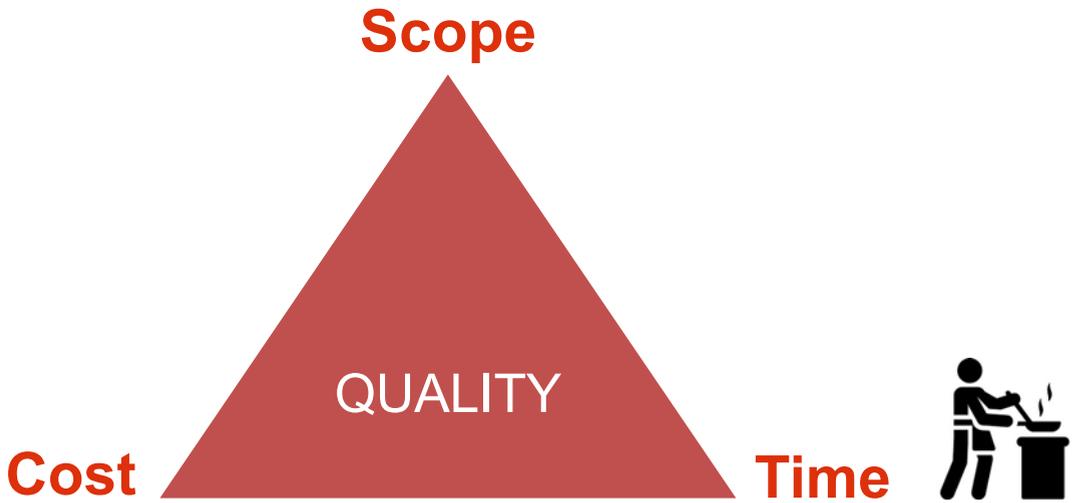
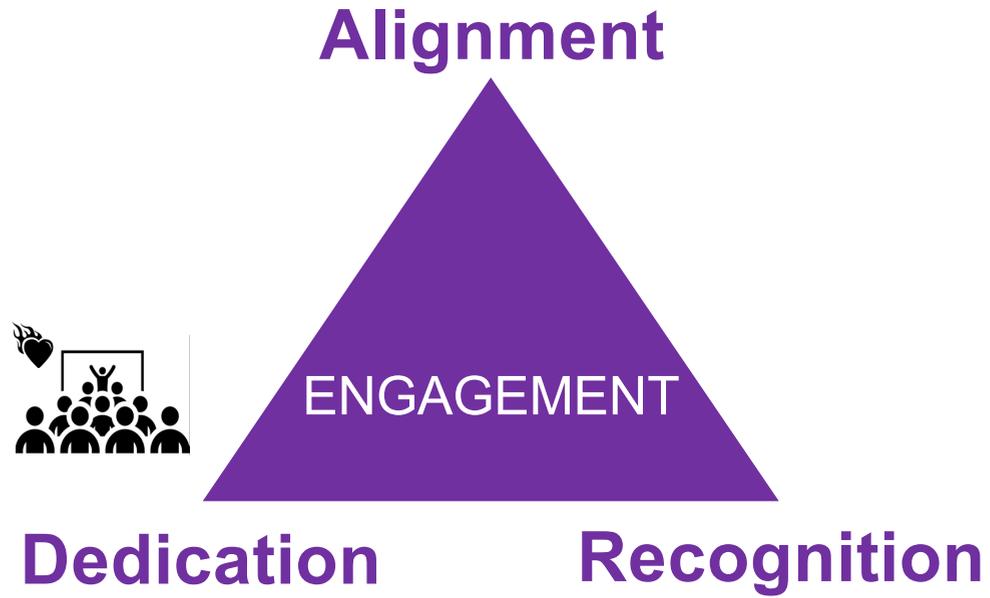
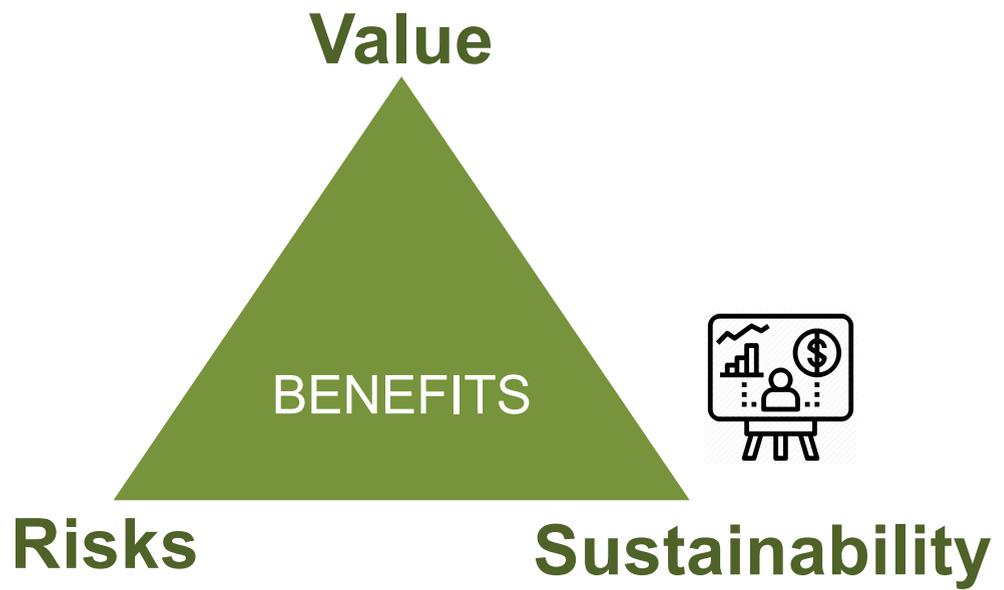




The “Engagement” Triple Constraint



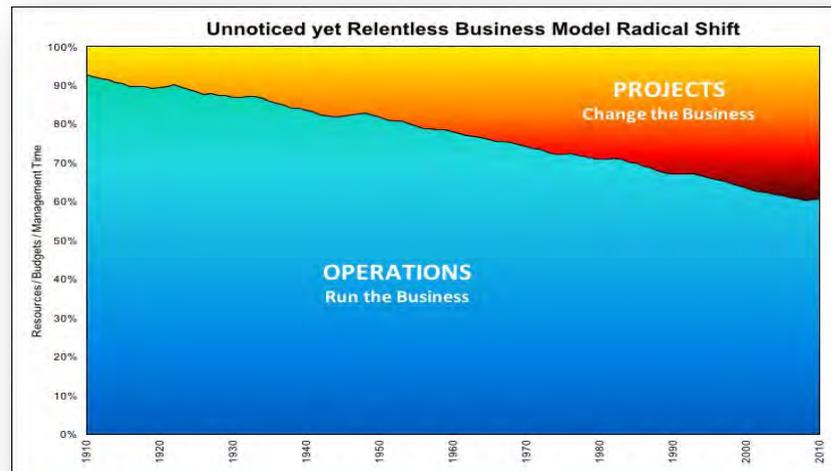
Outward-looking Triple Constraints



Agenda

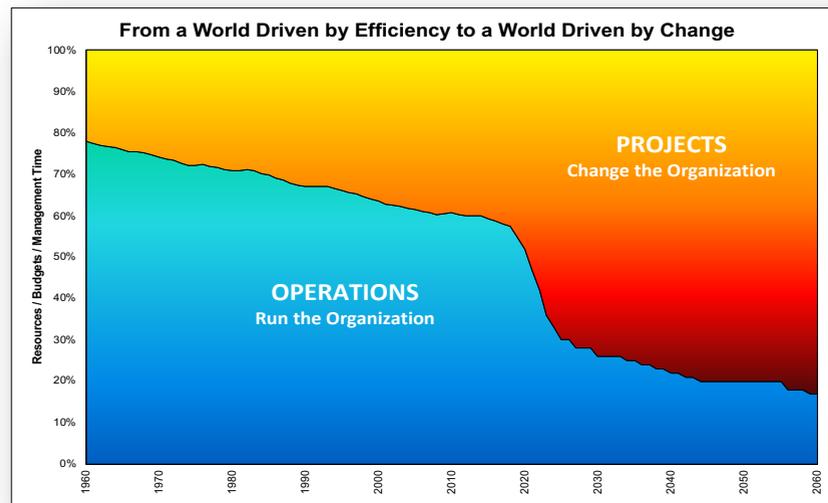
1. Welcome to the Project Economy
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A World Driven by **Efficiency**



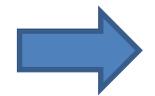
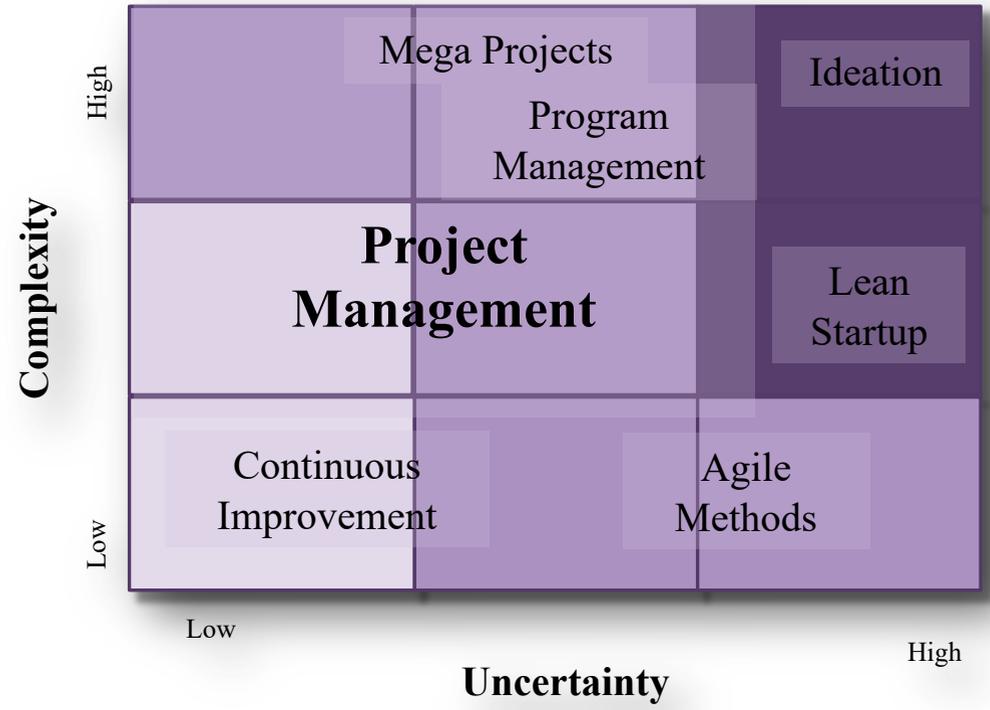
‘Specialization’, ‘deep skills’, ‘core competencies’ ... It is well understood and documented that a **deep expertise** and understanding in one specific area or topic will lead to **increased credibility, faster climbing of the career ladder, and growing income.**

A World Driven by **Change**

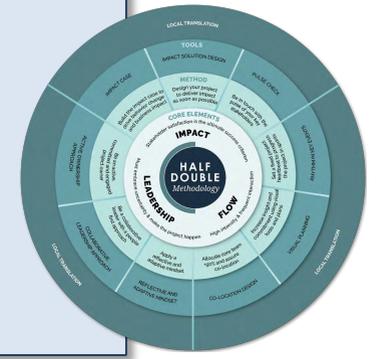


Unique opportunity for **breadth of perspective** – deep generalist, but under one prerequisite – need to grow and develop strategic competencies to be able to connect the dots from a holistic point of view as well as their strategy implementation skills to become those that **drive organizations into the future.**

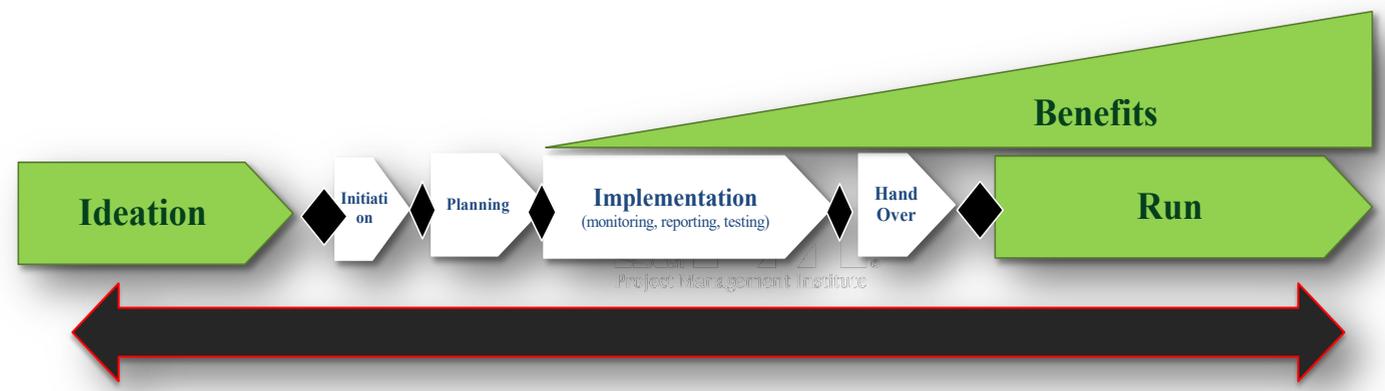
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