

2021

# Half Double methodology guide

*Leading projects to **double** the impact in **half** the time*



# Projects with double the impact in half the time

*Together we will develop a new project paradigm to increase the competitiveness of Danish industry*



SIEMENS



Hydratech Industries

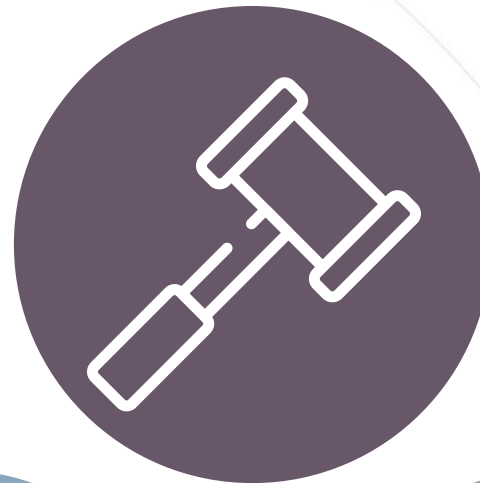


+2500 practitioners

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

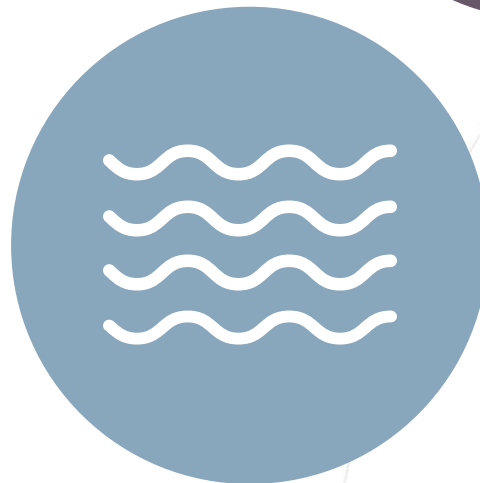
## *Impact*

Reduce focus on deliverables  
and enhance focus on effect



## *Flow*

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

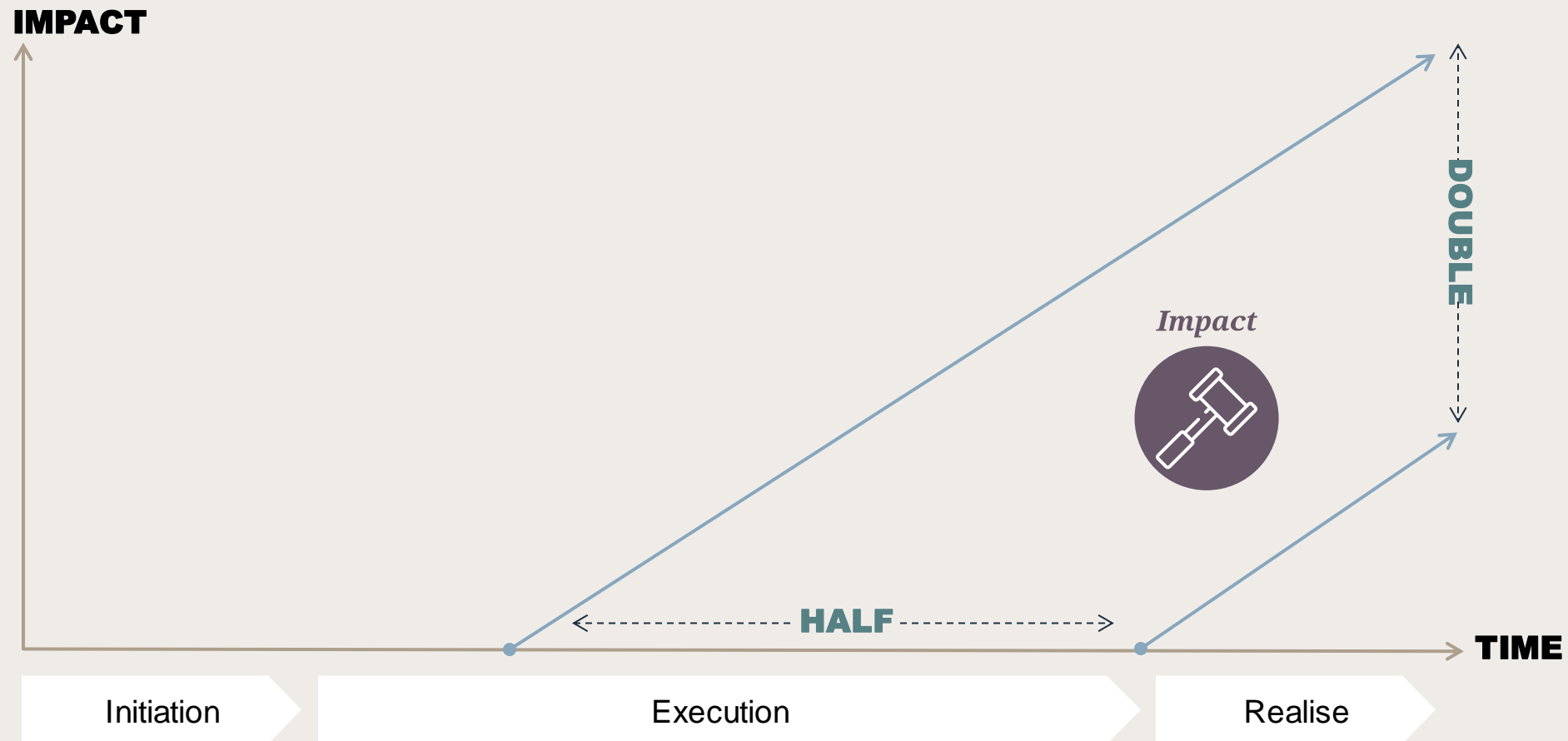


## *Leadership*

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 characterized by creating impact while they are being executed.



# The Half Double Methodology

*focus on 9 methods to reduce the time to impact in projects*



## PRINCIPLE:



Key stakeholder satisfaction is the ultimate success criterion

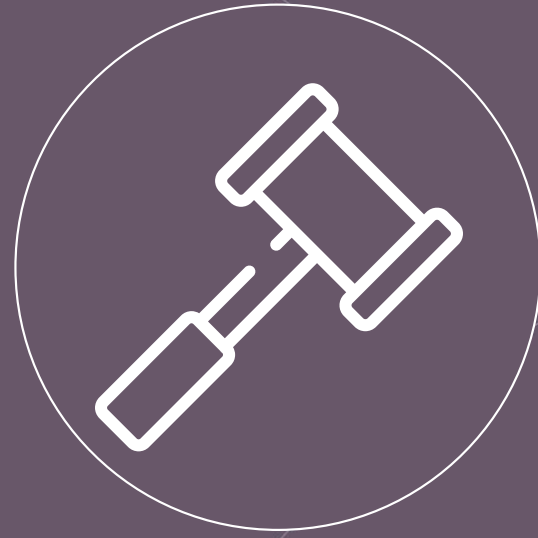


High intensity and frequent interaction



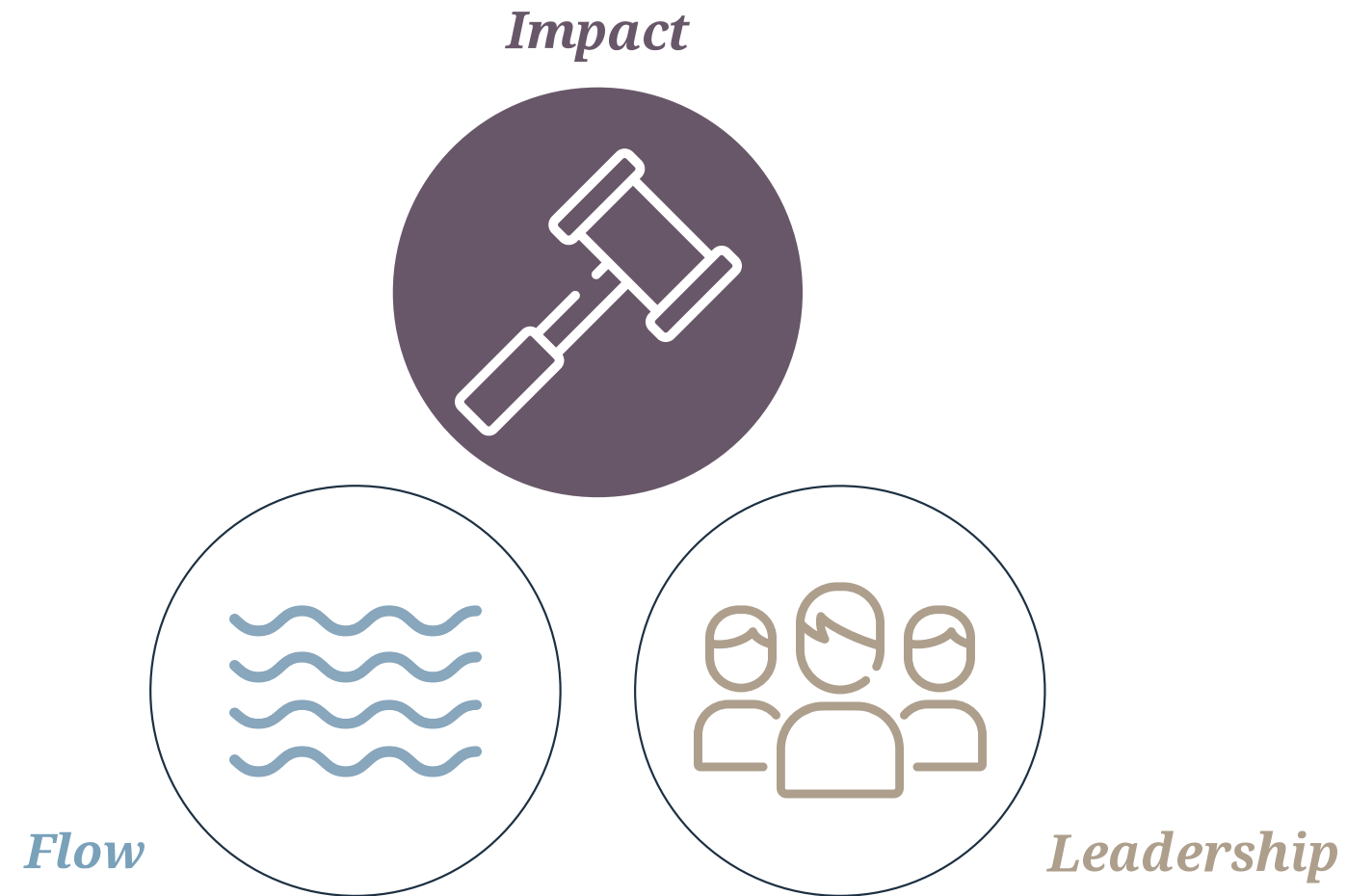
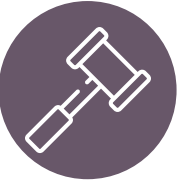
Leadership must embrace uncertainty and make the project happen.

METHOD	1	Use the impact case to drive behavioural change and business impact	2	Design your project to deliver impact as soon as possible with end users close to the solution	3	Be in touch with the Pulse of your key stakeholders on a monthly basis
	TOOLS	Impact case and impact tracking	Impact solution design	Pulse check		
METHOD	1	Allocate core team +50% and assure co-location. Reduce complexity in time and space to free up time to solve complex problems	2	Define a fixed project heartbeat for stakeholder interaction to progress the project in sprints	3	Increase insight and commitment using visual tools and plans to support progression
	TOOLS	Co-location design to support intensity	Rhythm in key events	Visual planning and project visuals		
METHOD	1	Be an active, committed and engaged project owner to support the project and ensure stakeholder satisfaction.	2	Be a collaborative project leader with a "people first" approach to drive the project forward.	3	Apply a reflective and adaptive mindset – say yes to the mess.
	TOOLS	Active ownership behaviour	Collaborative leadership behaviour	Reflective and adaptive behaviour		



—  
*Impact*

# Impact



The new triple constraint is circular and has impact in the middle – **No projects without value!**

# Creating impact in your project requires commitment to three methods



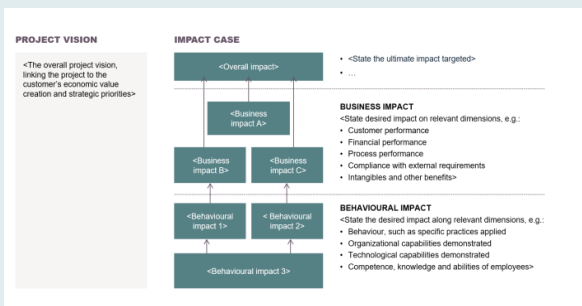
METHOD

TOOLS

1

*Use the impact case to drive behavioural change and business impact*

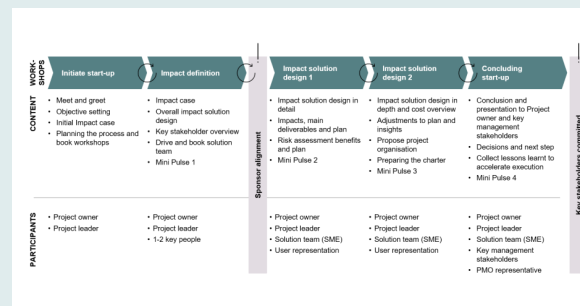
## Impact case and impact tracking



2

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

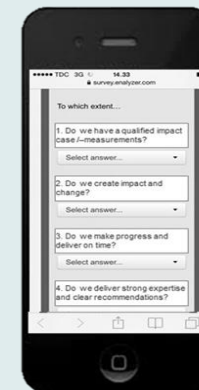
## Impact solution design



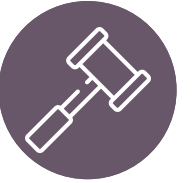
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*Be in touch with the Pulse of your key stakeholders on a monthly basis*

## Pulse check



**Principle:** Stakeholder satisfaction is the ultimate success criterion



# Impact case and impact tracking

## WHY

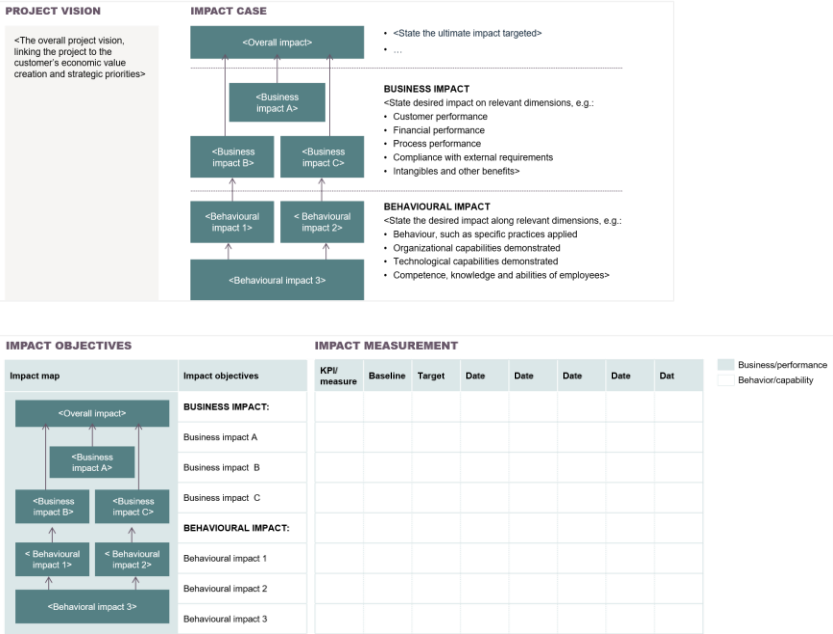
To ensure stakeholder satisfaction and to manage the project with impact in mind.

## WHAT

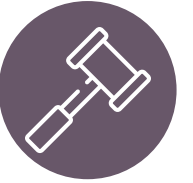
A prioritised overview of the project's business and behavioural targets to create project value.

## HOW

1. Build an objective hierarchy with purpose, success criteria and main deliverables
2. Identify business impact using the objective hierarchy and by asking “what business effect is needed?”
3. Identify necessary behavioural changes to realize business impact by asking “what will leaders and employees be doing different/better afterwards”?
4. Design few but critical and leading impact key performing indicators (KPI's)
5. Gain commitment with project sponsor and upper management
6. Use KPIs to adjust for early impact realization



Use the Impact case to **drive behavioural change and business impact**

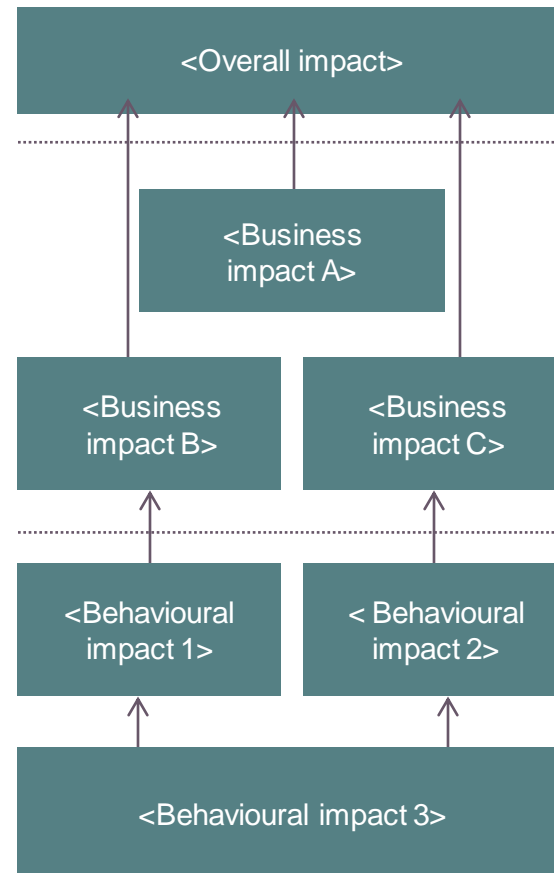


# Impact case & Impact tracking

## PROJECT VISION

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

## IMPACT CASE



- <State the ultimate impact targeted>
- ...

### BUSINESS IMPACT

<State desired impact on relevant dimensions, e.g.:

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

### BEHAVIOURAL IMPACT

<State the desired impact along relevant dimensions, e.g.:

- Behaviour, such as specific practices applied
- Organisational capabilities demonstrated
- Technological capabilities demonstrated
- Competence, knowledge and abilities of employees>



Use the Impact case to **drive behavioural change and business impact**



# Impact Solution Design

## WHY

To reduce time to impact and enhanced early value creation in project execution.

## WHAT

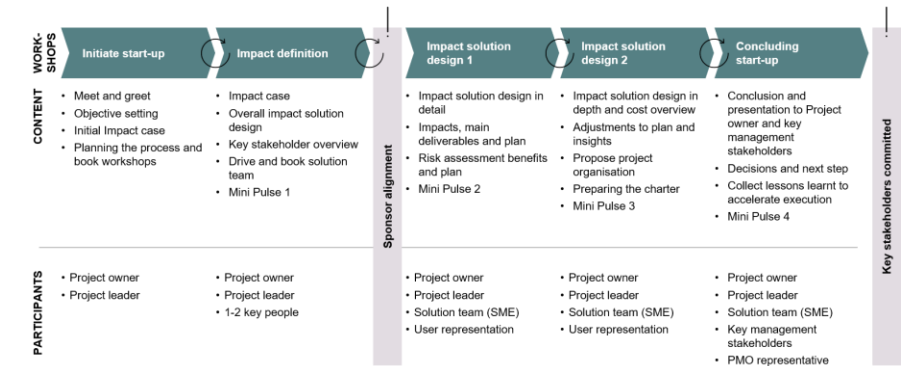
The impact solution design is an overall roadmap of the project's value creation from start to finish. The impact solutions design is based on an insightful core idea to drive value creation and early project output.

Impact solution design process is a human-centred, learning focused, hypothesis-driven approach to gain early impact, reduce uncertainty and prove the “worth” of the project.

To formulate the core idea and build the impact solution design a 5-step process is proposed to frontload insight and drive user, subject matter expert and key stakeholder involvement. Involvement will build early support for the impact solution design.

## HOW

1. Identify key stakeholders to be involved in the impact solution design process
2. Use the process to formulate the core idea for early impact creation and build the impact solution design based on this idea
3. Use fast prototyping, early learning and customer insight to support the process
4. Remember the impact solution design process is not a pre-defined series of orderly steps but a system of “spaces” that usually will be looped a few times

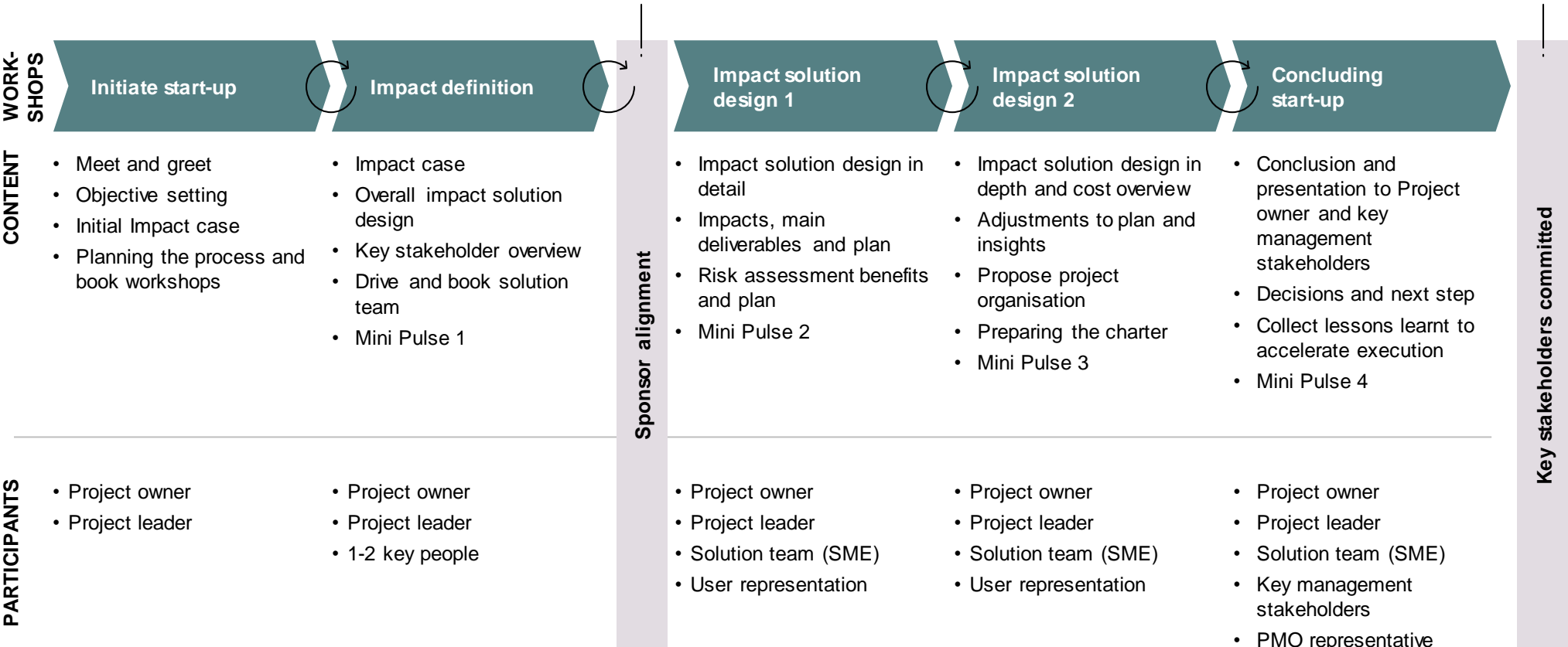


Design your project to **deliver impact as soon as possible** with end users close to the solution.

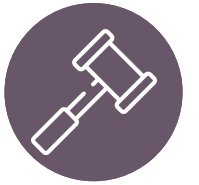


# Impact Solution Design

5 workshops designed to reduce time to impact and enhanced early value creation in project execution



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



# Pulse check

## WHY

To navigate the project with stakeholder satisfaction. Pulse check creates the insights and dialogue needed amongst key stakeholders to ensure continuous focus on impact, energizing working conditions, collaboration and personal development on the project.

## WHAT

An electronic questionnaire consisting of **6 questions** send out on a monthly basis, answered by key stakeholders providing the basis for an ongoing feedback dialogue



## HOW

1. Identify and group key stakeholders
2. Adapt questions to organisational culture and respondent groups
3. Design Pulse check process in line with project heartbeat and the rhythm in key events
4. Gain buy-in and communicate the purpose, the tool and the process to key stakeholders – early!
5. Initiate the process
6. Continuously enforce the process and follow up on people's engagement

## SIX QUESTIONS AND A PULSE OUTPUT REPORT

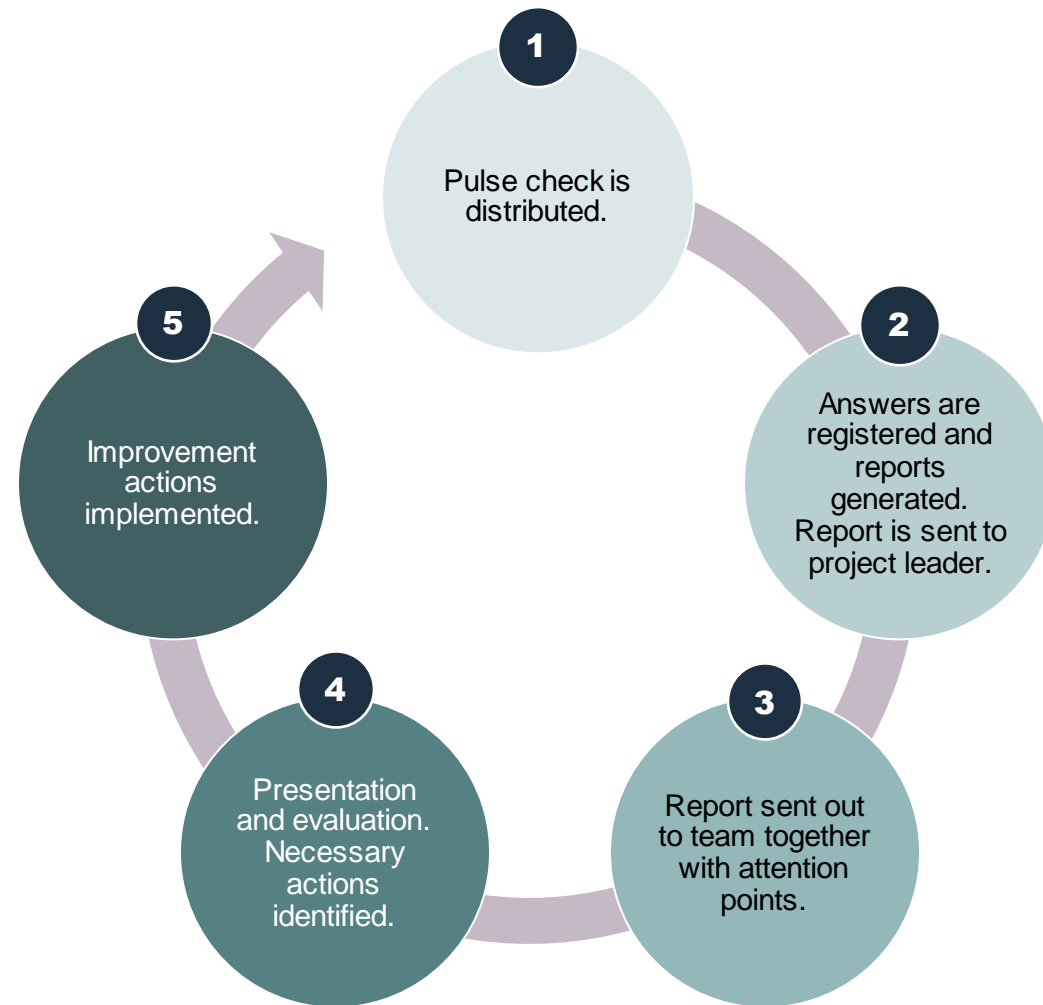
1. Are you confident that your current work is creating impact for the project?
2. Do we deliver and collaborate effectively in the project?
3. Are you having have good fun and energy working in the project?
4. Are you getting the support and feedback you need?
5. Are you developing personally and professionally 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?

**Feedback, comments or suggestions?**



Be in touch with **the Pulse of your key stakeholders** on a monthly basis.

# Pulse check process to be implemented in the fixed project heartbeat



- 1 Remember to inform team that Pulse Check will be sent out, and to underline the purpose and added value of the questionnaire in order to enhance the number of respondents and to ensure buy-in.
- 2 As project leader, be available for questions and thoughts regarding Pulse Check questions and application from project team.
- 3 Team receives report together with the project leader's attention points (any particular low/high scores they think needs to be addressed). Team should also be encouraged to chip in with points they believe should be addressed.
- 4 Pulse check results are presented to the team. Team discusses alternative actions to be initiated to improve scores. High impact actions selected. **NB!** Remember to follow up on last month's actions.
- 5 Defined actions from the meeting is followed up by agreed responsible people and implemented in between monthly Pulse check meetings.



Be in touch with **the Pulse of your key stakeholders** on a monthly basis.

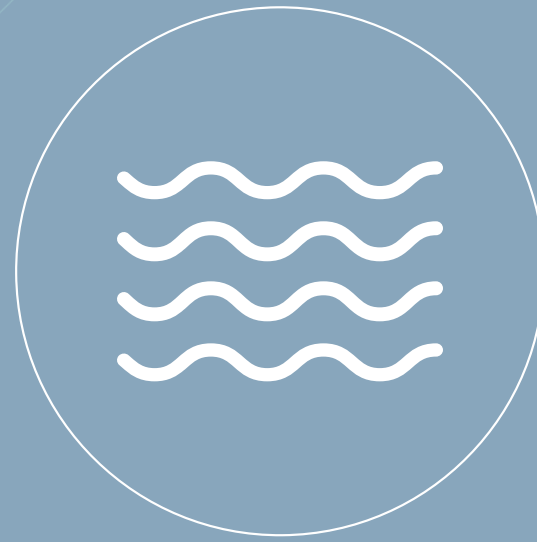
## *Sanity Check #1*

**DO YOU MEASURE  
ON THE OUTPUT OR IMPACT  
OF YOUR PROJECT?**

# My personal reflections

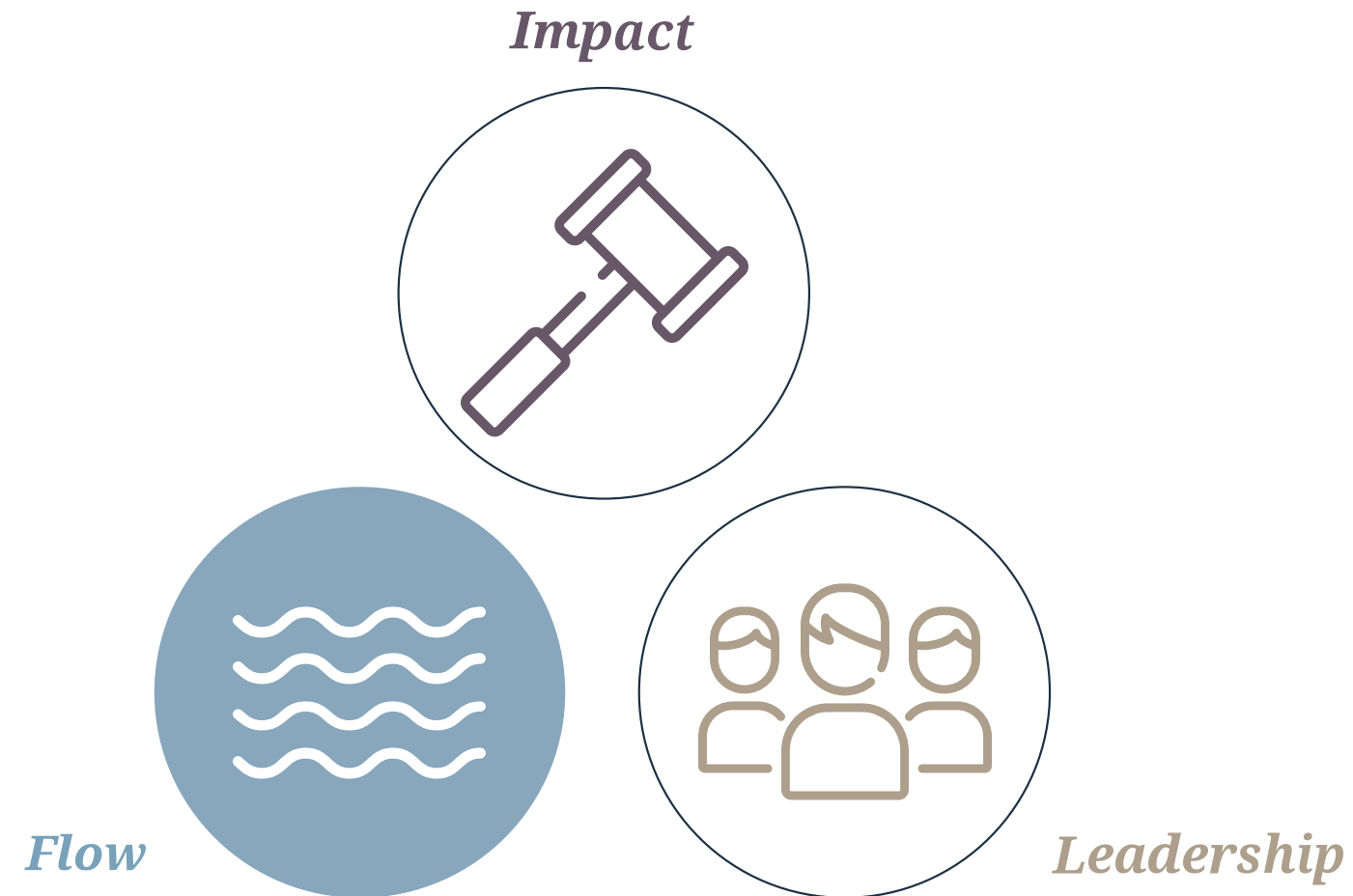
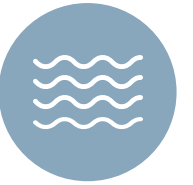
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A series of horizontal dotted lines for writing reflections.



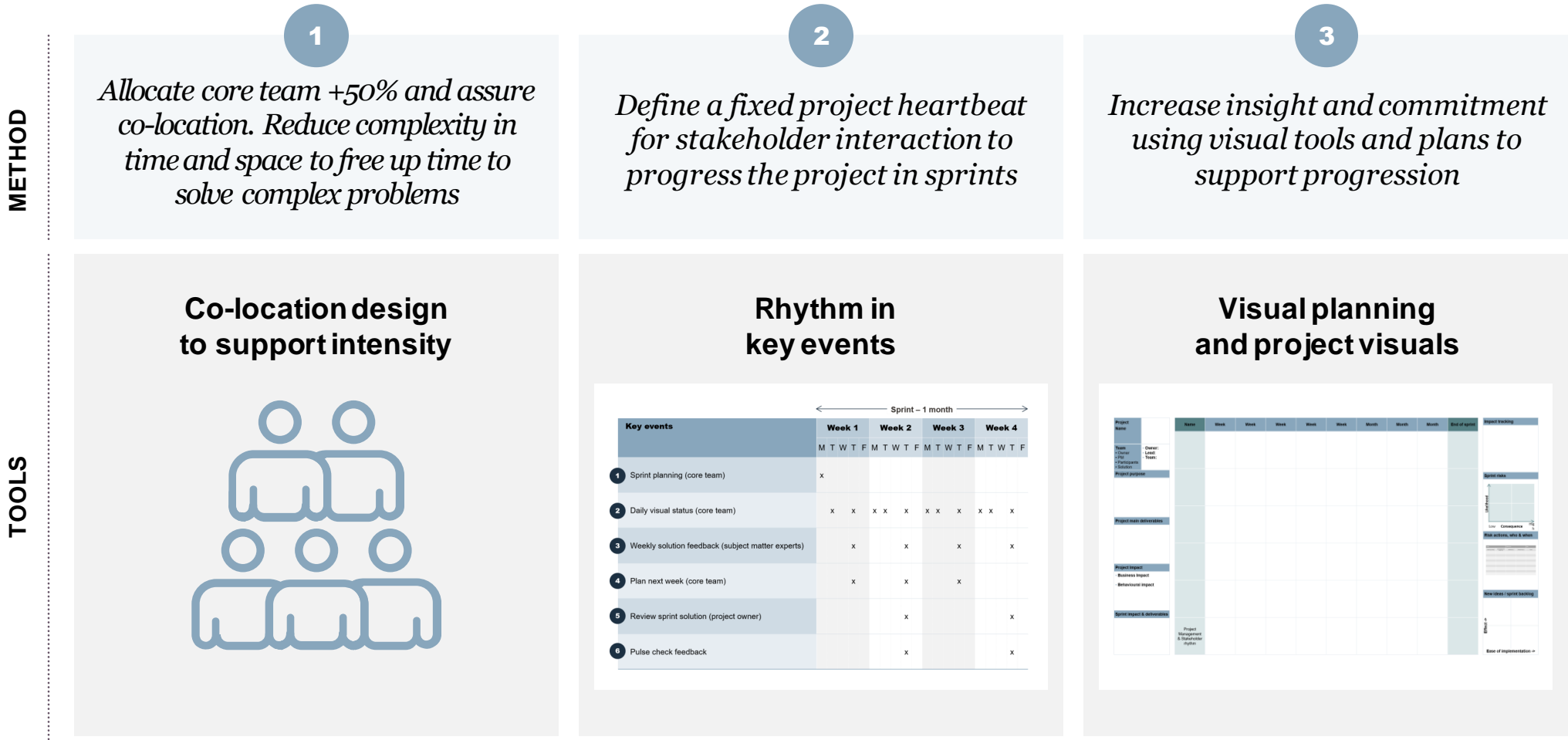
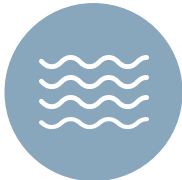
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*Flow*

# Flow



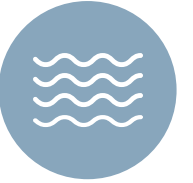
With everyone co-located the lead time will be reduced dramatically; **why don't you just do it?**

# Creating flow in your project requires commitment to three methods



**Principle:** High intensity and frequent interaction to ensure continuous project progression





# Co-location design to support high intensity

## WHY

To enhance productivity and reduce lead time. High intensity will ensure weekly progression in the project.

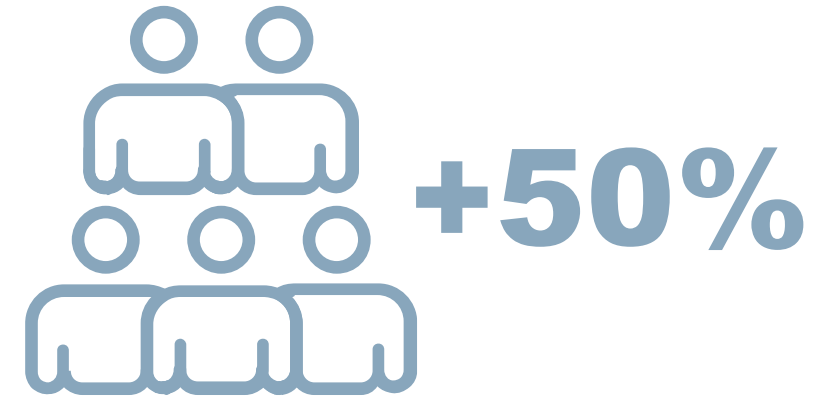
## WHAT

Highly allocated core team resource of +50% of their time to work intensively on the project. Working on a maximum of 2 projects at the same time has proven the most efficient way of working with development.

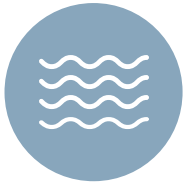
Co-location will help the project to reduce complexity in time and space to free up time to solve complex problems. Co-location is building the appropriate working conditions for high intensity, accelerated learning loops and anchor the desired working culture.

## HOW

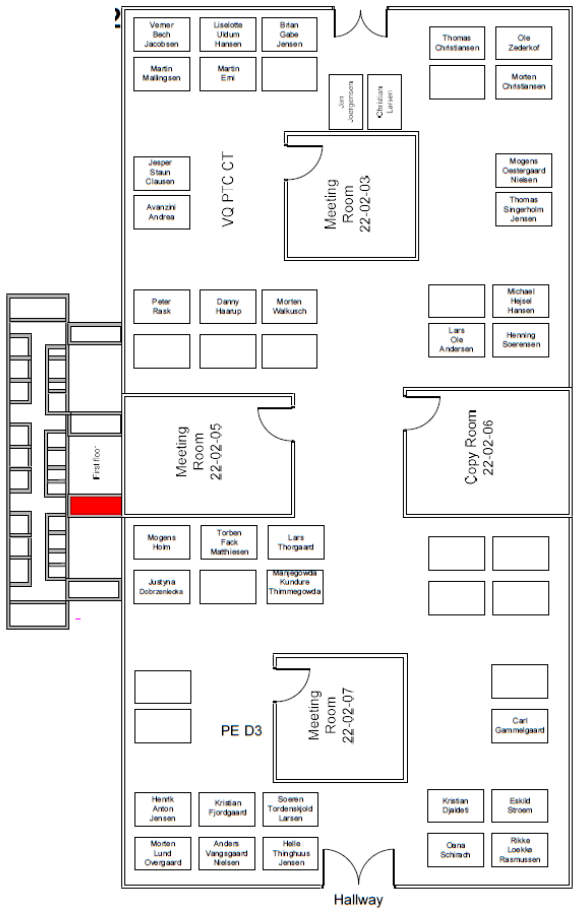
1. Identify core project members to be co-located
2. Establish commitment from management for +50% allocation and physical / virtual presence in the project
3. Identify workspace and prepare workspace design
4. Kick off and preserve the co-location setup to support intensity
5. Initiate the fixed project heartbeat to support the rhythm in events and continuous resource allocation



Allocate team **+50%** and assure **co-location**. Reduce complexity in time and space to **free up time to solve complex problems**



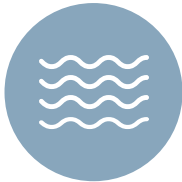
# Co-location design to support high intensity



## 5 rules for co-location design and a physical setup



Allocate team **+50%** and assure **co-location**. Reduce complexity in time and space to **free up time to solve complex problems**



# Rhythm in key events

## WHY

A fixed project heartbeat and rhythm in key events creates higher energy, higher efficiency, better quality and ultimately faster development speed.

## WHAT

The project designs and follows a specific pace that is built up with 6 key events: Sprint planning, Daily visual status, Weekly solution feedback, Plan next week, Review sprint solution and Pulse check feedback.

## HOW

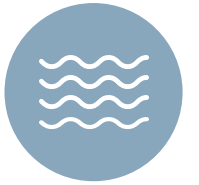
Design the project heartbeat with 6 key events and gain commitment with key stakeholders to join the meetings:

- 1. Sprint planning:** Before a new sprint the project plans the upcoming 4 weeks (2 hours). Use the overall impact solution design as the overall plan to break down in sprints
- 2. Daily visual status:** Every allocated day during the sprint, the team meets for a short status on progress and issues (15 min.). The frequency of the status meetings has to be consistent with the intensity of the project
- 3. Weekly solution feedback:** Once a week the team gets feedback on the achieved output (30 min.). A team of subject-matter experts provides feedback to ensure high quality in the impact solution and to provide input to the planning process
- 4. Plan next week:** After the “Weekly Solution Feedback” meeting the project team plans the next week with daily tasks (45 min.)
- 5. Review sprint solution:** At end of sprint (or midway), the project gets feedback on output from a review team consisting key stakeholders such as project owner and core users (90 min.)
- 6. Pulse check feedback:** 1 week after the Pulse check has been distributed, a biweekly Pulse check feedback meeting is held with key stakeholders (30 min)

Key events	← Sprint – 1 month →																			
	Week 1					Week 2					Week 3					Week 4				
	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
1 Sprint planning (core team)	x																			
2 Daily visual status (core team)	x	x		x	x	x		x	x	x	x	x	x		x	x	x		x	x
3 Weekly solution feedback (subject matter experts)			x				x					x						x		
4 Plan next week (core team)			x				x					x								
5 Review sprint solution (project owner)								x										x		
6 Pulse check feedback								x											x	



Define a **fixed project heartbeat** for stakeholder interaction to progress the project in sprints



# Rhythm in key events

← Sprint – 1 month →

Key events	Week 1					Week 2					Week 3					Week 4				
	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
1 Sprint planning (core team)	x																			
2 Daily visual status (core team)		x		x		x	x		x		x	x		x		x	x		x	
3 Weekly solution feedback (subject matter experts)				x					x					x					x	
4 Plan next week (core team)				x					x					x						
5 Review sprint solution (project owner)									x										x	
6 Pulse check feedback									x										x	



Define a **fixed project heartbeat** for stakeholder interaction to progress the project in sprints



Make the project visual to enhance commitment, alignment and common understanding. Visuals provides quick overview a complexity e.g., plans and how each activity relates to the overall idea.

Visuals can be used for e.g., fast prototyping, facilitation of group sessions and sprint planning.

The visual sprint plan is a detailed plan for the next month used for teamwork coordination, tracking progression and improvement ideas. The plan can also be virtual.

The visual sprint plan is used for detailed planning of the sprint (usually 4 weeks in duration). The plan is a short term break down of the impact solution design (or overall milestone plan) leading to a tangible project output to create value.

1. Gather the core team and share the project overview on the left side of the poster
2. Determine the sprint output to create value in the short term
3. Each team member breaks down activities for each day/week and share it with the rest of the team to coordinate efforts
4. Define simple Team Performance Indicators to follow up on progression e.g. # of activities completed per week
5. Brainstorm and evaluate possible project risks and define actions to mitigate.
6. Brainstorm and identify sprint improvement ideas related to project output, process or people
7. Wrap-up: Conclude on actions and structure for weekly status meetings in the sprint

Project Name	Name	Monday	Tuesday	Wednesday	Thursday	Friday	Week	Week	End of sprint	Impact tracking
<b>Team</b> <ul style="list-style-type: none"> <li>Owner:</li> <li>Lead:</li> <li>Team:</li> <li>Participants</li> <li>Stakeholders</li> </ul>										
<b>Project purpose</b>										
<b>Project main deliverables</b>										
<b>Project impact</b>										
<ul style="list-style-type: none"> <li>Business Impact</li> <li>Behavioural impact</li> </ul>										
<b>Sprint impact &amp; deliverables</b>										
	Project Management & Stakeholder system									

**Risk matrix**

Y-axis: Likelihood (Low, High)

X-axis: Consequence (Low, High)

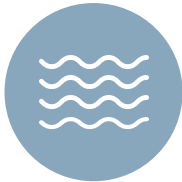
**Risk actions, who & when**

Risk	Impact	Owner	When

**New ideas / sprint backlog**

Effect	Ease of implementation ->





# Visual planning and project visuals

Project Name

Team

- Owner
- PM
- Participants
- Solution team

- Owner:
- Lead:
- Team:

Project purpose

Project main deliverables

Project Impact

- Business Impact
- Behavioural impact

Sprint impact & deliverables

Name	Monday	Tuesday	Wednesday	Thursday	Friday	Week	Week	Week	End of sprint
Project Management & Stakeholder rhythm									

Impact tracking

Sprint risks

Likelihood

Low

High

Consequence

Risk actions, who & when

Sprint ID	Sprint Name	Who	When
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

New ideas / sprint backlog

Effect ->

Ease of implementation ->



Increase insight and commitment using **visual tools and plans** to support progression

## *Sanity Check #2*

**DID YOUR PROJECT  
PROGRESS LAST WEEK?**

# My personal reflections

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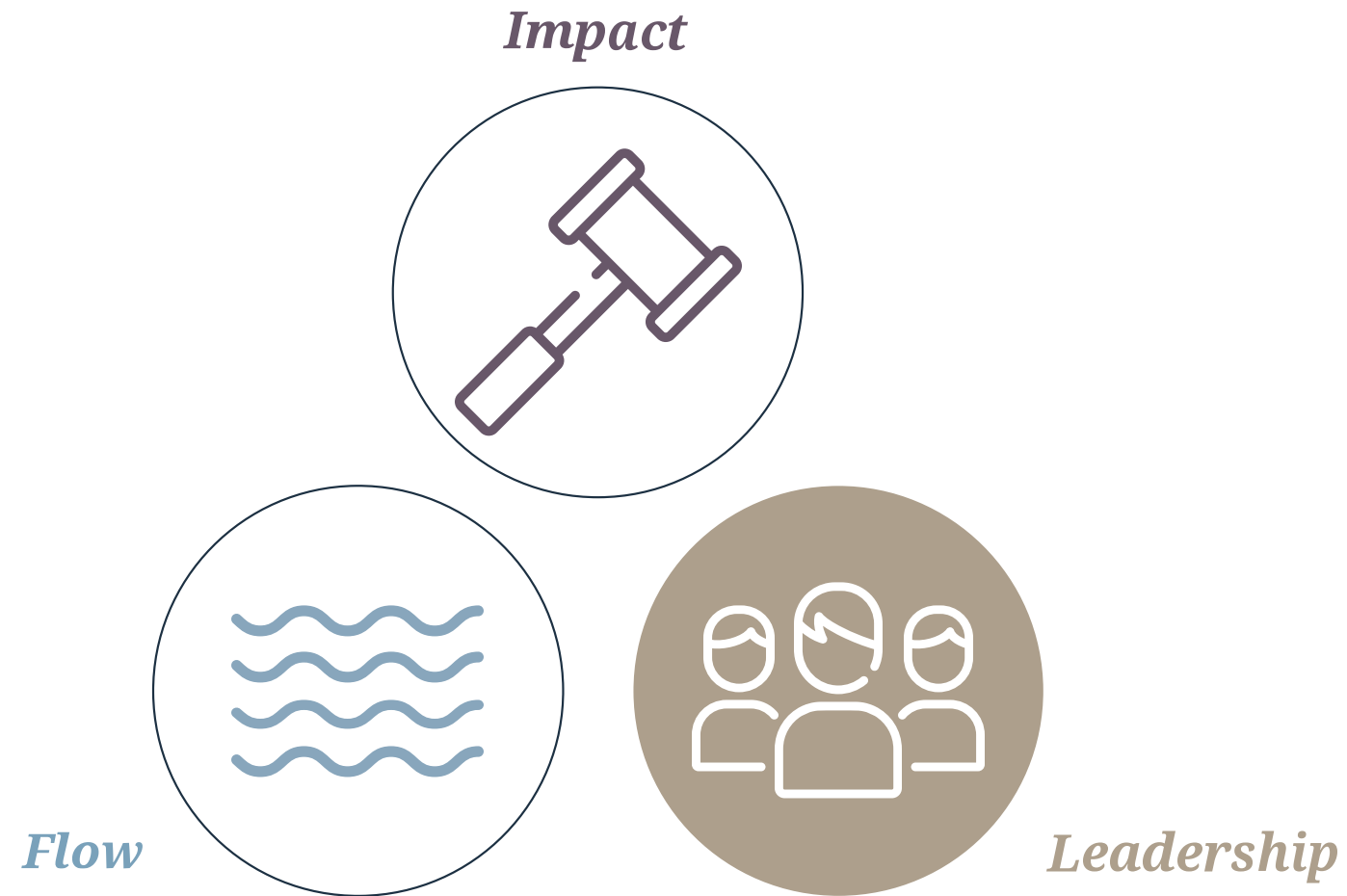
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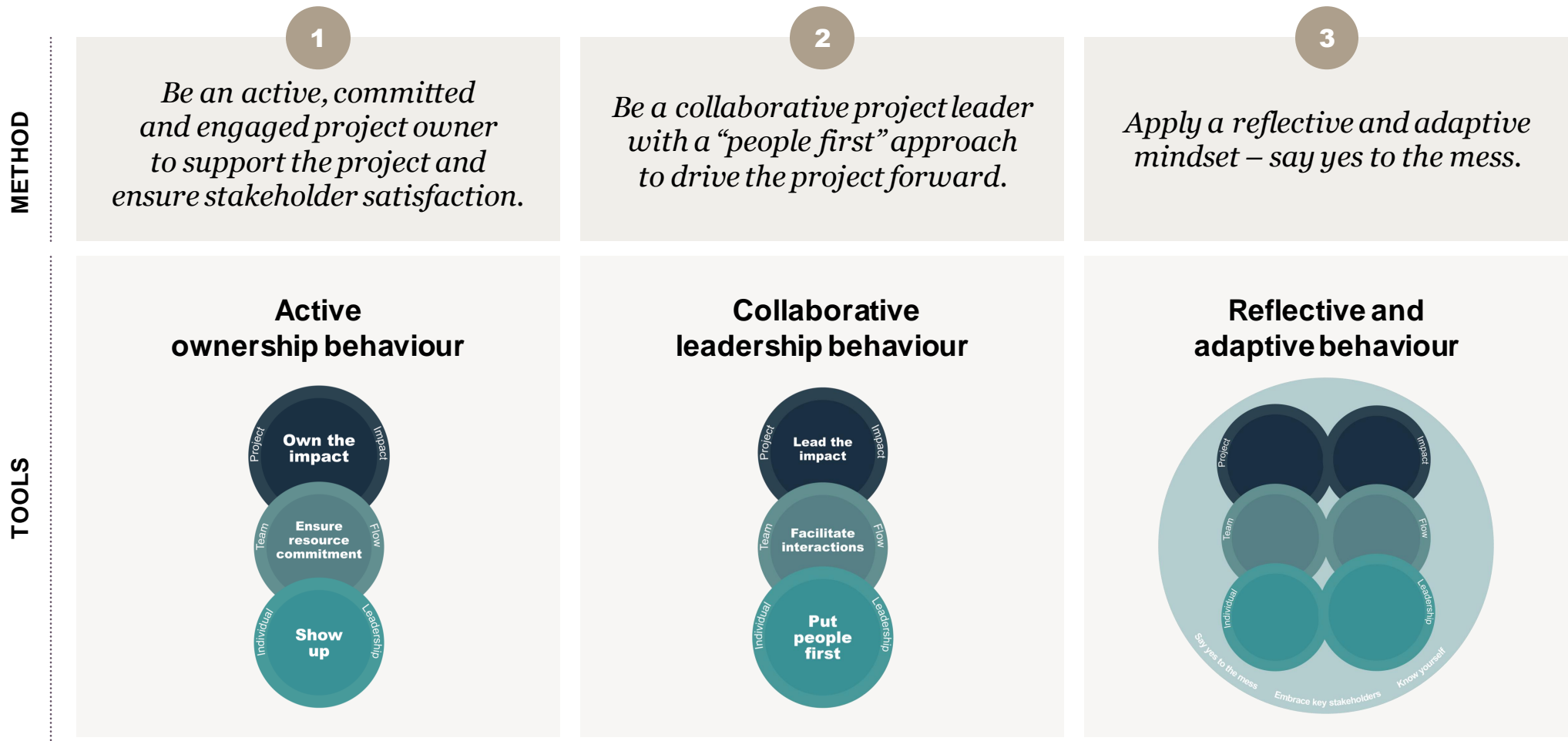
# *Leadership*

# Leadership



Research has defined **one critical success factor across all projects**; having an active project owner. Why is it so difficult in practice?

# Creating leadership in your project requires commitment to three methods



**Principle:** Leadership must embrace uncertainty and make the project happen.



# Active ownership behavioural

## WHY

Research suggests one common denominator across all successful projects: an active and committed project owner who engages directly with the project on an ongoing basis.

## WHAT

Active project ownership creates strategic impact and ensures organisational commitment. However, the key here is the word active. It is not enough for the project owner to just commission a task. They must be actively involved in the realization of the desired impact of the project.

A project owner must be able to build consensus around the project's impact targets within the organisation, ensure relevant resources, and lead the way toward achieving the target.

## HOW

- 1. Own the impact – Pave the way for impact creation.**  
Create a mutual vision with clear impact objectives. Make it happen by participating in the Impact Solution Design workshops. Accelerate behavioural change in the organisation and ensure that the project is able to operate smoothly.
- 2. Ensure resource commitment – +50% allocation of high calibre people.** The project owner needs to ensure proper resources at the right time throughout the project. This is done by allocating high calibre resources for the project with top and mid-level management.
- 3. Show up and engage – At least 2 hours every week.**  
Through his or her presence, the project owner demonstrates the importance of the project and through direct contact he or she conveys leadership and decisions. The two dedicated hours might be invested as one hour in regular meetings included in the project rhythm (such as a biweekly project owner meeting and a biweekly review meeting) and one hour for informal touchpoints. To make availability for active ownership and decision making a maximum of three projects for each project owner is recommended. We encourage the mantra: "Own it or leave it"!



Be an **active, committed and engaged Project Owner** to support the project and ensure stakeholder satisfaction.



# Collaborative project leadership behaviour

## WHY

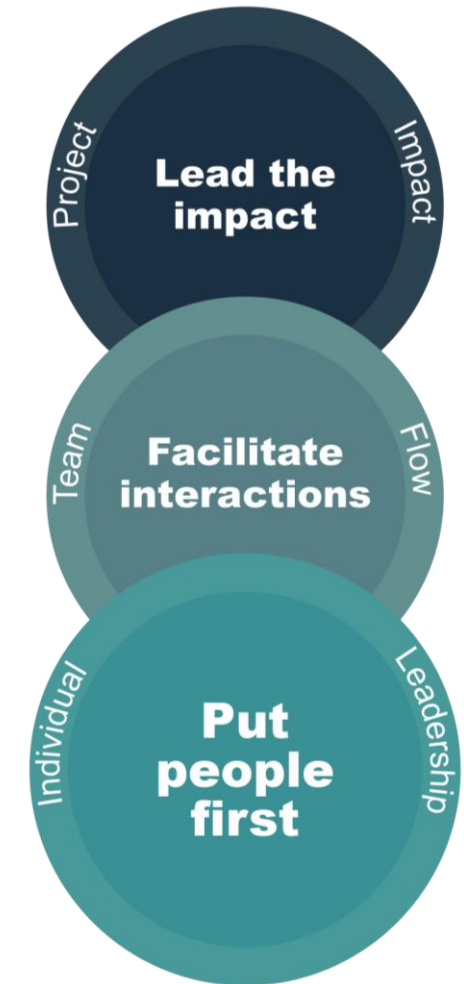
Projects consist of people and are created by people. Projects are dynamic in nature and are constantly changing. The project leadership needs to consider this to ensure stakeholder satisfaction.

## WHAT

A collaborative project leader is able to use domain knowledge to provide answers in the project and ask the right questions. At the same time, the collaborative project leader can facilitate a people process with high energy in interactions. They use knowledge from cross-functional subject matter experts and solve complex project problems in the process to drive impact creation.

## HOW

- 1. Lead the impact – Be hard on impact and flexible on deliverables.** Define the impact case with team members, management and key stakeholders through the Impact Solution Design process. Ensure that everyone on the team understands and accepts the impact objectives and how each deliverable taps into them. If a deliverable is delayed, don't ask: "What went wrong?" but "How will this affect the impact case?" and "What can we learn from this?"
- 2. Facilitate interactions – Energize team and key stakeholders with great facilitation and domain insight.** It is impossible to play every instrument yourself. The trick is to involve the relevant people and make the objectives visual. Let the team members influence the process as long as it supports the project's impact case. Use visual methods to ensure that everyone is "playing from the same score".
- 3. Put people first – Create purpose, autonomy and mastery for the team and key stakeholders.** Create purpose and meaning for each individual. Every team member should know that they are included because the project needs their specific skills and that they are essential for the overall objectives. Tell them: "We can make a difference because of the specific skills you bring to the project."



Be a **collaborative project leader** with a “people first” approach to drive the project forward.



# Reflective and adaptive behaviour

## WHY

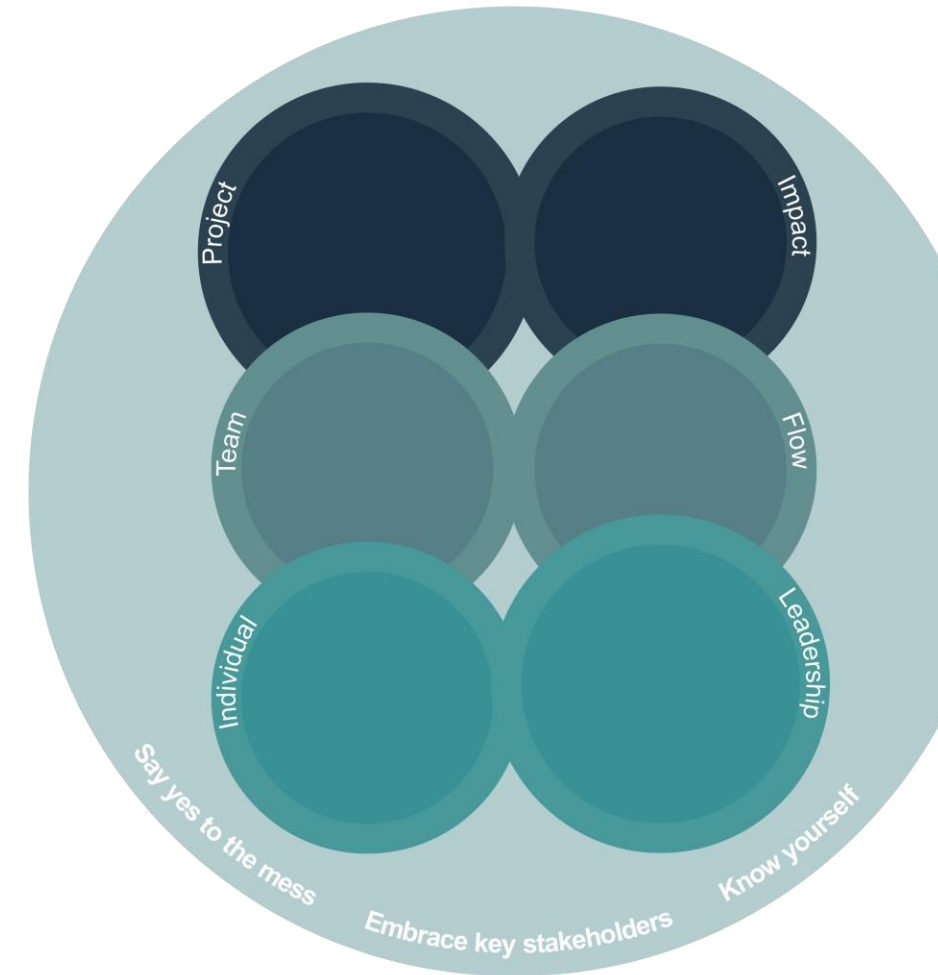
One of the most important leadership skills is the leader's adaptive competency. The ability to react swiftly and intelligently to whatever changes he or she might face. Having a personal drive and at the same time an ability to keep an eye on what happens when you act. In order to act swiftly and focused you also need to know who you are. You need to be conscious of what you do, why you do it and be able to read and learn from the consequences of your actions. At the same time, you must be able to read other people and their reactions. Enabling you to adjust your approach tap into their underlying motivational drivers and to make them follow you.

## WHAT

The reflective and adaptive mindset points out three states of mind that the active project owner and the collaborative project leader should subscribe to. Three focus areas to embrace in order to leverage your leadership.

## HOW

- 1. Say yes to the mess – Embrace the changing environment.** As a leader you must change your perception of uncertainty from being a threat to being a possibility. Projects are learning journeys and new insight changes the project all the time. You need to seize and exploit this for the benefit of the project.
- 2. Embrace key stakeholders – Understand and act on key stakeholder behaviour.** Develop a mindset where you see any contact or disturbance as an opportunity to lead. When you're approached, ask: "How can I help you?". Make sure that everybody has the same comprehension of the situation. Further the case by deciding what should be done and by whom. Finally, ask: "Is there anything else I can do for you?"
- 3. Know yourself – Be reflective in action.** Great leaders are able to adapt to the situation in real-time. You should reflect upon the dynamic as it happens to enable this skill. But also to apply it after action. Consider what went well and why as well as what went less well and could be changed next time. Knowing yourself and your own leadership model will help you to enhance this important skill.



Apply a **reflective and adaptive** behaviour – say yes to the mess.

## *Sanity Check #3*

**COULD YOU REPLACE  
THE PROJECT LEADER  
WITH THE PROJECT  
OWNER TOMORROW?**

# My personal reflections

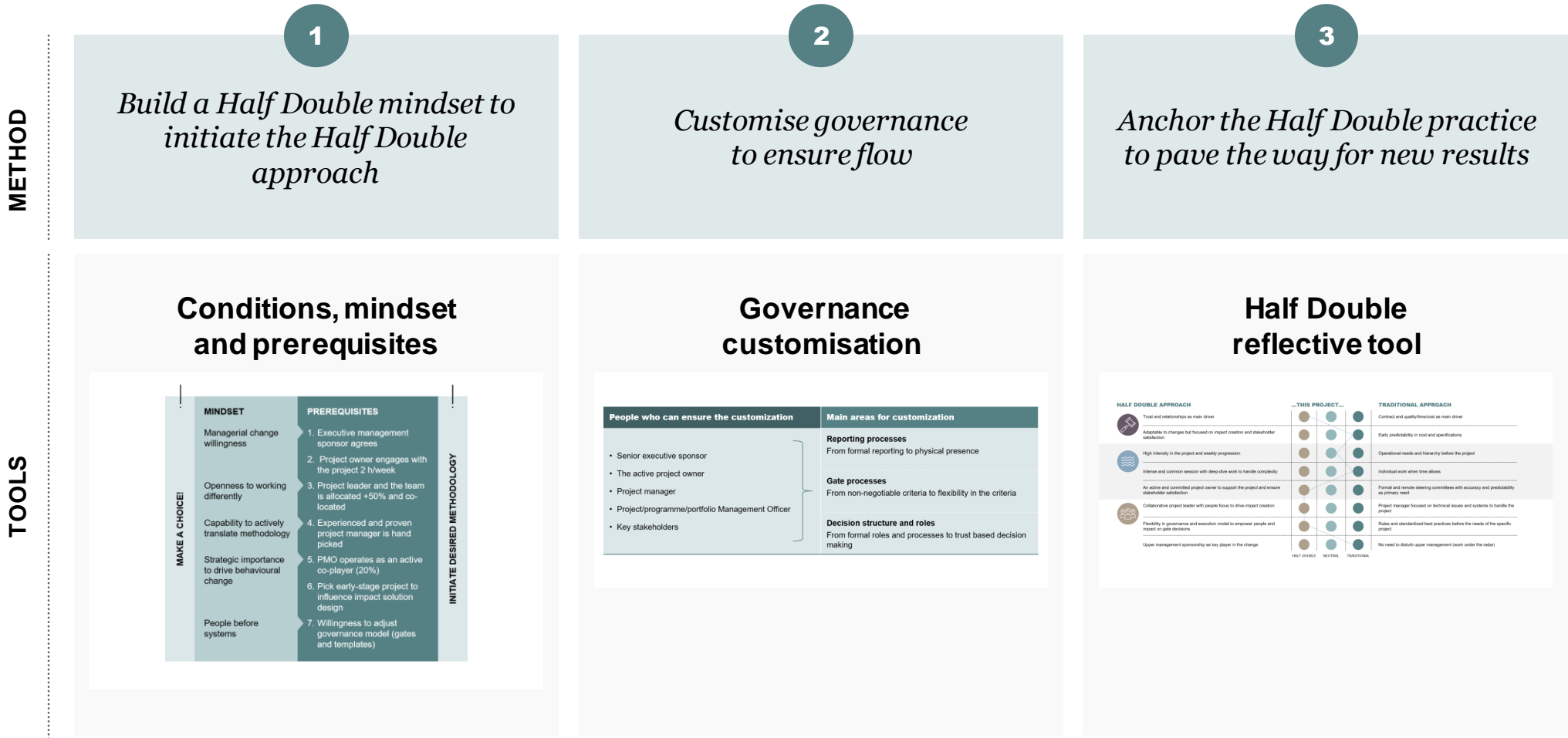
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A series of horizontal dotted lines for writing reflections.

# Local translation of Half Double is the key



# Local translation requires a Half Double mindset and continuous reflection



Principle: There is no one-size-fits-all.

# Build a Half Double mindset to initiate the Half Double approach

## WHY

Current practice will lead to current results. The new Half Double practice will lead to new results. We need to build a Half Double mindset with key stakeholders early to change the current way we lead projects in the organisation.

## WHAT

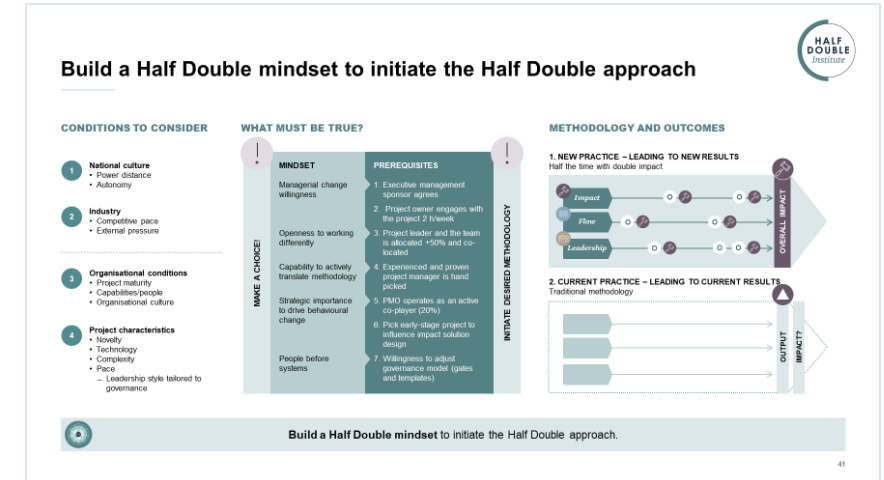
A tool for dialogue on conditions to consider with management before project initiation.

The tool helps to identify the current mindset of the organisation and where to direct change efforts in terms of mindset and attitude.

Based on the dialogue practical prerequisites can be used as “proof” of willingness and a supportive mindset.

## HOW

1. Gather key stakeholder such as upper management, project sponsor, project owner, portfolio management office and project leader to identify and discuss conditions to consider for building a Half Double mindset
2. Assess current mindset and where to direct change efforts
3. Discuss practical prerequisites to support the mindset
4. Conclude with actions to be addressed



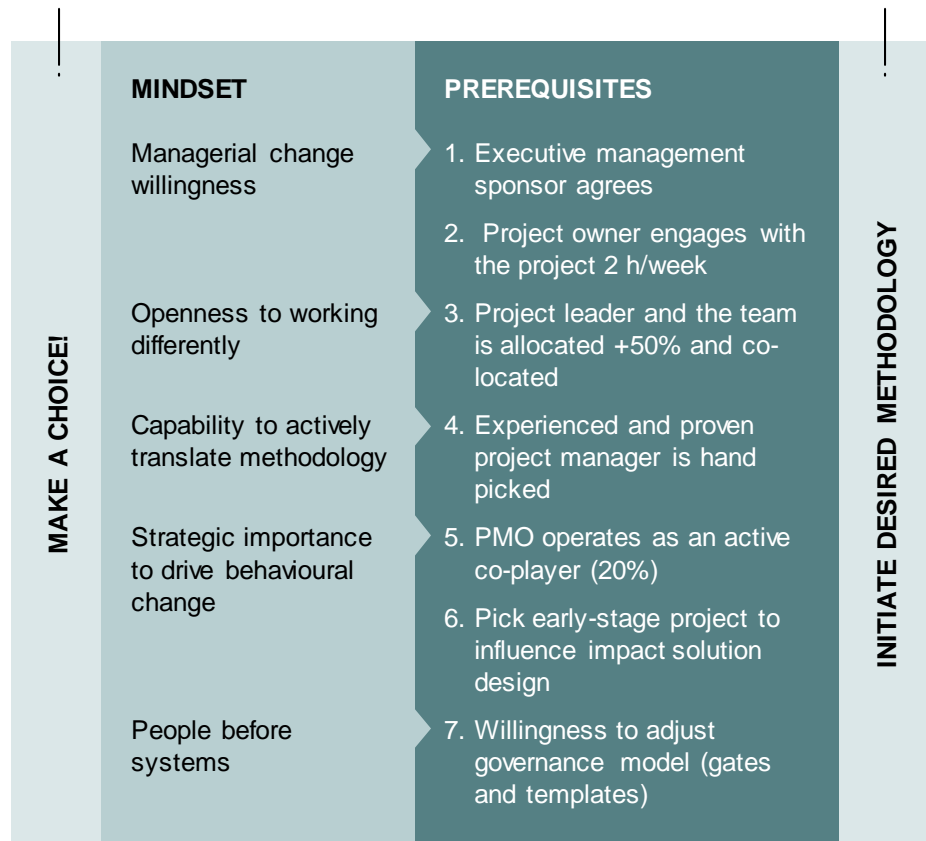
Build a Half Double mindset to initiate the Half Double approach.

# Build a Half Double mindset to initiate the Half Double approach

## CONDITIONS TO CONSIDER

- 1 **National culture**
  - Power distance
  - Autonomy
- 2 **Industry**
  - Competitive pace
  - External pressure
- 3 **Organisational conditions**
  - Project maturity
  - Capabilities/people
  - Organisational culture
- 4 **Project characteristics**
  - Novelty
  - Technology
  - Complexity
  - Pace
    - Leadership style tailored to governance

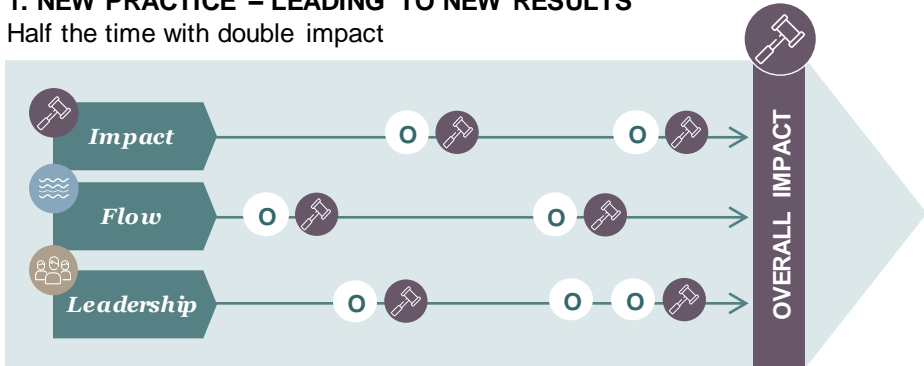
## WHAT MUST BE TRUE?



## METHODOLOGY AND OUTCOMES

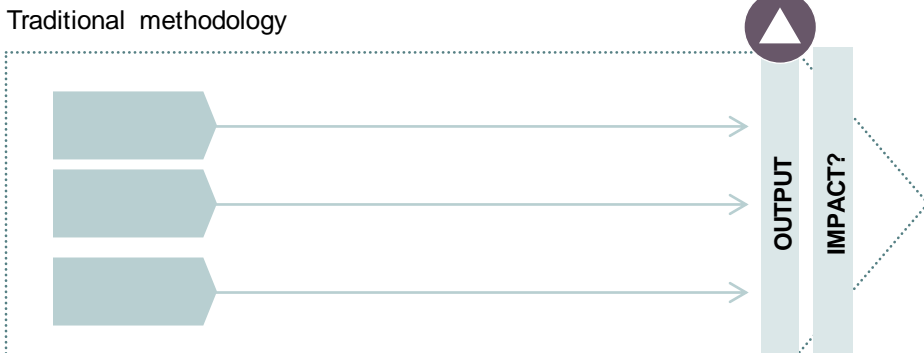
### 1. NEW PRACTICE – LEADING TO NEW RESULTS

Half the time with double impact



### 2. CURRENT PRACTICE – LEADING TO CURRENT RESULTS

Traditional methodology



Build a Half Double mindset to initiate the Half Double approach.

# Customise governance to ensure flow

## WHY

The uniqueness of the project must be handled on a broader organisational level to ensure the freedom to manoeuvre and to enhance flow. The local governance and project execution

standards are therefore assessed to identify whether there is a fit between the needs of the project and the set standards or whether it would be beneficial to deviate from certain standards to ease progression and realize the Impact Solution Design. Having this dialogue in advance is crucial.

## WHAT

A process initiated with the project owner and project leader, in close collaboration with the PMO. The PMO is important as they are responsible for handling many of the governance routines.

## HOW

The customisation process is carried out in four steps:

1. Analyse the project and assess where it is important to adjust the existing governance routines to promote success. Be aware of the potential change management challenges associated with the project.
2. Consider what these adjustment requirements mean in the context the project is to be implemented in. If the organisation prioritises control, then consider how to prioritise dialogue rather than status reports and trust before control.
3. Anchor with key people and involve key stakeholders and management to handle rigid rules that prevent project progress and support customising the governance towards the Half Double principles. The PMO should operate as an active co-player in the project (allocated 20%)
4. Draw up a plan for how concrete changes are made in the most important governance areas, for example, reporting, gate processes, decision structures and roles.

People who can ensure the customization	Main areas for customization
<ul style="list-style-type: none"> <li>• Senior executive sponsor</li> <li>• The active project owner</li> <li>• Project manager</li> <li>• Project/programme/portfolio Management Officer</li> <li>• Key stakeholders</li> </ul>	<b>Reporting processes</b> From formal reporting to physical presence
	<b>Gate processes</b> From non-negotiable criteria to flexibility in the criteria
	<b>Decision structure and roles</b> From formal roles and processes to trust based decision making



Customise governance by **creating trust.**

# Customise governance to ensure flow

Involve the people who can realize the change and co-create the changes

People who can ensure the customisation	Main areas for customisation
<ul style="list-style-type: none"> <li>• Senior executive sponsor</li> <li>• The active project owner</li> <li>• Project manager</li> <li>• Project/programme/portfolio Management Officer</li> <li>• Key stakeholders</li> </ul>	<b>Reporting processes</b> From formal reporting to physical presence
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Customise governance by **creating trust.**

# Half Double reflective tool for local translation

## WHY

Current practice will lead to current results. The new Half Double practice will lead to new results. We need to reflect and follow up on the new approach to support the ongoing change of practice and anchor the Half Double methodology in the organisation.

## WHAT

A simple tool for continuous reflections and learning as change occurs along the way in the project.

## HOW

1. Gather key stakeholder such as project sponsor, project owner, project leader and core team members to evaluate the project approach
2. Assess each of the 8 parameters as objectively as possible and conclude on a rating
3. Consider which parameters need to change to ensure project impact and stakeholder satisfaction
4. Conclude on actions to be addressed

HALF DOUBLE APPROACH	...THIS PROJECT...			TRADITIONAL APPROACH
Trust and relationships as main driver				Contract and quality/time/cost as main driver
Adaptable to changes but focused on impact creation and stakeholder satisfaction				Early predictability in cost and specifications
High intensity in the project and weekly progression				Operational needs and hierarchy before the project
Intense and common session with deep-dive work to handle complexity				Individual work when time allows
An active and committed project owner to support the project and ensure stakeholder satisfaction				Formal and remote steering committees with accuracy and predictability as primary need
Collaborative project leader with people focus to drive impact creation				Project manager focused on technical issues and systems to handle the project
Flexibility in governance and execution model to empower people and impact on gate decisions				Rules and standardized best practices before the needs of the specific project
Upper management sponsorship as key player in the change				No need to disturb upper management (work under the radar)
	HALF DOUBLE	NEUTRAL	TRADITIONAL	



Anchor the Half Double practice to **pave the way for new results.**

# Half Double reflective tool for local translation: Are we truly Half Double?



## HALF DOUBLE APPROACH



Trust and relationships as main driver

Adaptable to changes but focused on impact creation and stakeholder satisfaction



High intensity in the project and weekly progression

Intense and common session with deep-dive work to handle complexity

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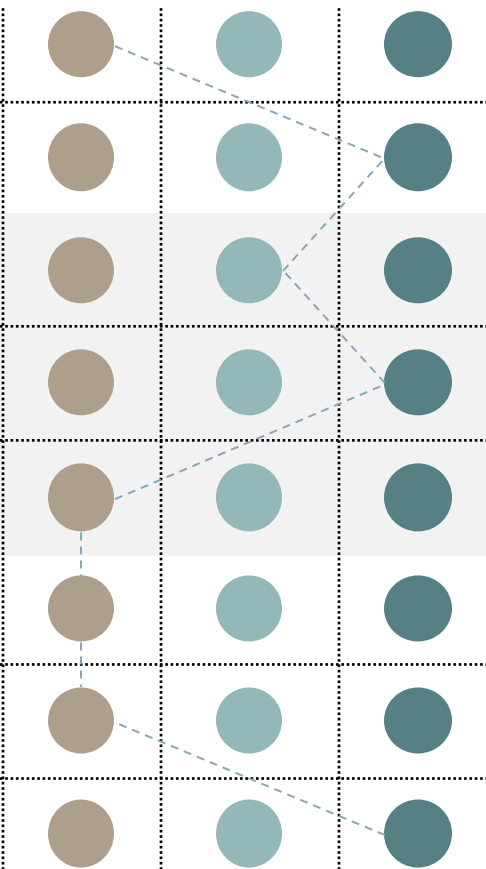


Collaborative project leader with people focus to drive impact creation

Flexibility in governance and execution model to empower people and impact on gate decisions

Upper management sponsorship as key player in the change

## ...THIS PROJECT...



HALF DOUBLE NEUTRAL TRADITIONAL

## TRADITIONAL APPROACH

Contract and quality/time/cost as main driver

Early predictability in cost and specifications

Operational needs and hierarchy before the project

Individual work when time allows

Formal and remote steering committees with accuracy and predictability as primary need

Project manager focused on technical issues and systems to handle the project

Rules and standardized best practices before the needs of the specific project

No need to disturb upper management (work under the radar)



Anchor the Half Double practice to **pave the way for new results.**

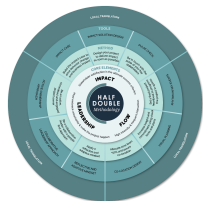
# The Half Double sweet spot – a perfect fit for business transformation projects

## PRE-DEFINED PROJECTS



HARD	PARAMETER	SOFT
Objectives clearly defined	GOAL CLARITY	Objectives highly ambiguously defined
Physical artefact	GOAL TANGIBILITY	Abstract concept
Only quantitative measures	SUCCESS MEASURE	Only qualitative measures
Not subject to external influences	PROJECT PERMEABILITY	Highly subject to external influences
Refinement of single solutions	NUMBER OF SOLUTION OPTIONS	Exploration of many alternative solutions
Expert practitioner, no stakeholder participation	PARTICIPATION PRACTITIONER ROLE	Facilitative practitioner, high stakeholder involvement
Values technical performance and efficiency, manages by monitoring and control	STAKEHOLDER EXPECTATIONS	Values relationships, culture and meaning, manages by negotiation and discussion

## BUSINESS TRANSFORMATION PROJECTS



**Build a Half Double mindset** to initiate the Half Double approach.

## *Sanity Check #4*

**ARE WE TRULY HALF  
DOUBLE OR ARE WE  
DOING THINGS AS WE  
ALWAYS DO THEM?**



# Personal reflections

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