



Half Double in Global Connect

Half Double Institute Casestudy

The integration of Half Double in Global Connect

GlobalConnect is a culmination of mergers and acquisitions in the Nordic Telecom market starting from a minor scale of approximately 350 employees in 2012 towards its current state of 1600 employees in 2020 across four countries (Norway, Denmark, Sweden and Germany).

Due to the size of the current state of GlobalConnect the complexity in projects is increasing, especially on cross border projects. Employees have a high degree of freedom to decide if they would deliver as requested by projects or do other tasks not related to the projects. This behaviour is allowed by the middle management if operational issues needs to be fixed in own department. Due to mergers and acquisitions GlobalConnect has not developed a common company culture. The lack of trust in delivering projects together as one big team is not present today.

Understanding what the projects is delivering and how the deliver is also one of the big challenges in GlobalConnect. The Portfolio Management department in GlobalConnect were not able to tell when projects would be delivered due to miscommunication with stakeholders in GlobalConnect. Lack of agreed scope was apparent. Most projects were not completed according to planed end-date and often closed as long-tailed projects. Internal customers did not receive requested deliveries and in some cases missed the opportunity to launch new products as planned.



The overall purpose of the project is to integrate the Half Double methodology in GlobalConnect and at the same time aspire the employees to work in a team-based environment across GlobalConnects company structure.

Impact in Global Connect



GlobalConnect



Impact

Understanding Impact in Global Connect projects



We located three pilot projects for the Half Double implementation: HomeNet CRM360, CoITSM and Lynet Migration. Each project having its own complexity.

Our key assumption from the beginning of the project is, to enable a higher resolution on RED projects, reduce risk and increase flow. Early in the project we saw a necessity to build a hierarchy of purposes in each of the three pilot projects to ensure the implementation of the Half Double methodology.

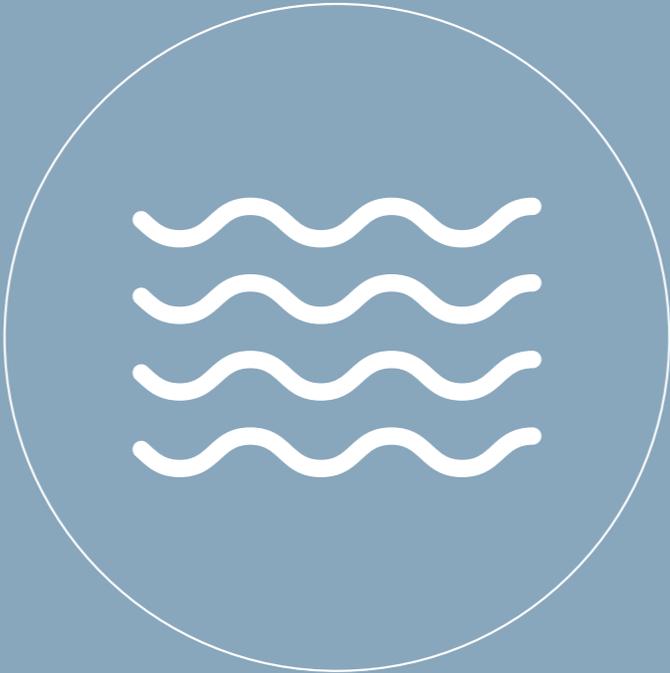
Building the impact solution design is a complex matter and different for each pilot project. The impact solution design required a lot of effort from the team members in each project. The impact solution designs in HomeNet CRM360 and CoITSM has differed a lot in approach. CRM360 used classical multidimensional sessions where the solution design teams considered points of view from different stakeholders to understand what the impact solution design should look like. CoITSM used a different approach, where the vendor delivered a capability map on the new IT Service Management system. The impact solution team then picked the items for the first and second deliverables and generated the value as requested from the top management.

The above two projects underpin the value of the Half Double methodology. It is possible to use a differentiated approach to create an impact solution design in each project.

Flow in Global Connect



GlobalConnect



Flow

Stakeholder engagement and resource allocation proved to be challenging

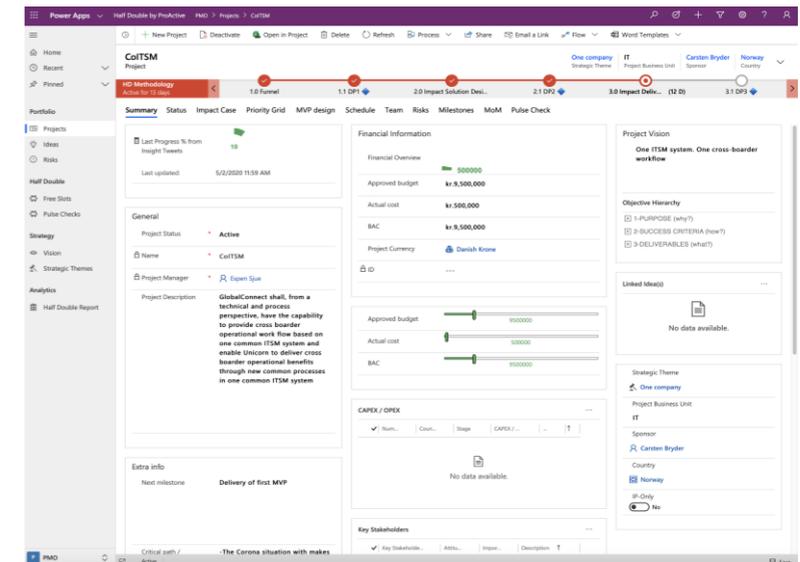
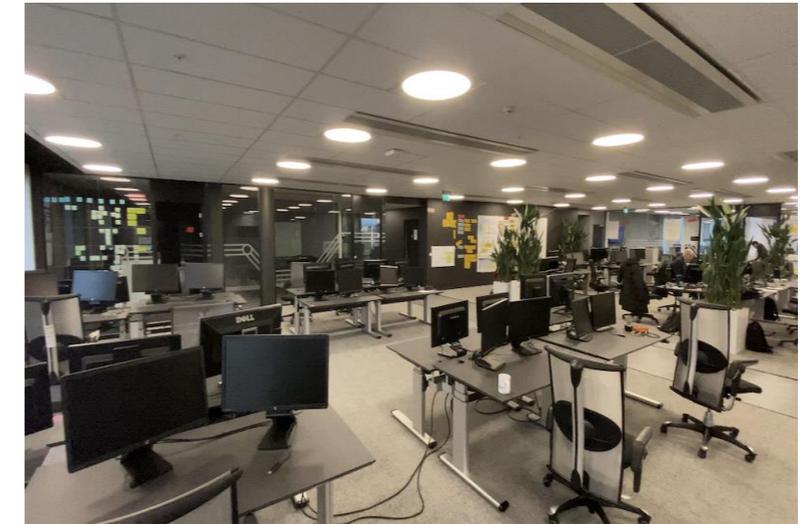
Being in touch with the key stakeholders in the GlobalConnect ensured a more rapid flow of execution in the three pilot projects. Acknowledging and working close to the pilot projects helped us to succeed in the project.

The idea of continuously participation in the projects was not top of our stakeholder's mindset and we used a lot of time to explain why it is important to stay close to each project to keep a high pace. Our own project also needed special attention from two key stakeholders (CEO of GlobalConnect and CEO of HomeNet). We involved these two key stakeholders directly in the status reporting to avoid closure of the Half Double integration.

Fixed rhythm was also implemented to enable the project teams to fix and clear issues. The further we progressed in the implementation of Half Double the more we noticed a loss of interest from key stakeholders. Another interesting observation was the degree of attendance correlated with the success of the projects

Resource allocation is a big topic in GlobalConnect and is often the single source to the failure in the organization. Fifty percentage allocation of core team members according to the Half Double methodology is still an issue. However, co-location in the new project space created for the Half Double pilot projects provided the appropriate working conditions for high intensity and accelerated learning, but we did not succeed in the fulfilment of the principle of allocating core members more than fifty percent.

The introduction of new PPM software suites in GlobalConnect helped the company to understand the flow of each project in detail. Status reporting with focus on Impact, Flow and Leadership is generated from the system making it easier for the project leader in a systematic way to generate sprint plans, milestones and pulse checks.



Leadership in Global Connect



GlobalConnect



Leadership



Active leadership paved the way for success

Implementation of Half Double in GlobalConnect depended on the contributions of many different highly qualified participants across the company from top management, middle management to technical staff.

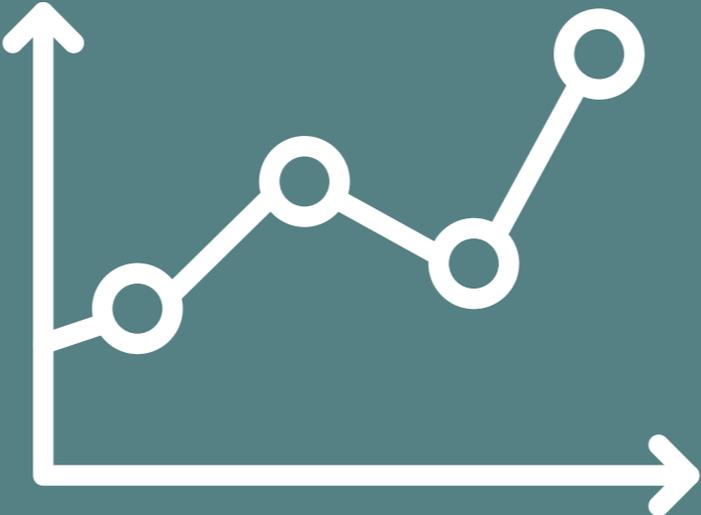


The approach to engage the top management ensured a close and active ownership in the integration of Half Double in GlobalConnect. On the pilot projects (three projects) we saw a huge difference in the active sponsorship. Two out of three pilot projects (HomeNet Lynet and HomeNet CRM360) was able to explain their domain and attending in the impact design workshops. One of these two projects (HomeNet Lynet) excelled by showing true dedication with HomeNets CEO (Brynjarr Andersen) who provided insights and new ideas in the first impact design workshops. ColTSM did not receive any Impact Owner support due to lack of interest from appointed Impact Owner.

The Impact Owner role is new to GlobalConnect and needs to be enforced in the organization. It is still difficult to get appointed an Impact Owner who actually understand the domain in question for some IT-projects. GlobalConnect is founded on a lot of mergers and acquisitions and is thin on staff who understand the IT-complexity.

Project leaders in GlobalConnect also needs to understand the true requirements requested from the Half Double methodology. It is much more complex for a GlobalConnect project leader to be in a Half Double framework than the old Prince2 framework. Communication, stakeholder alignment and resource allocation of fifty percentage is putting strain on the GlobalConnect project leaders.

Project success summary



Our impact tracking shows we achieved or exceeded most of our initially defined KPIs for a successful project



	KPI/measure	Baseline (Sep -19)	Target (Mar -20)	Actual (Jun -20)
BUSINESS IMPACT:				
MVPs realized in 3 projects	Number of projects with: At least one MVP designed / at least one MVP realized	0/0	3/3	10/1
BEHAVIOURAL IMPACT:				
>3 projects apply Half Double principles	Number of projects using (partly or in full) Half Double principles	0	5	6
Common and engaging project culture	Number of Impact Owners trained in Half Double	0	15	0
Common and engaging project culture	Number of PMs trained in Half Double	0	15	10

The project had several highlights as well as revealed areas that need more attention going forward

Project highlights



New ways of working was **positively embraced** across the whole organization



Impact solution design helped the pilot projects really **understand what to do before starting execution**



Project Managers spend now **84% less time on managing project status reports** compared to before this project



Portfolio board meetings created **transparency** of what projects were running, and projects with little traction were stopped



New project model and decision point templates made it clear for the PMs what was expected of them at gate meetings

Areas in need of more attention



Enhanced commitment to the **impact owner role**



The role of the **steering committee** (adds time and complexity to the project) and how it can be removed over time



Broad implement and test the designed **prioritization model** in other GC portfolios



Get senior stakeholders to embrace the **active ownership** principles and e.g. attend impact solution design workshops