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Co-existence between Half Double and IPMA

How the Half Double methodology (HDM 1.0)
can *co-exist* and *interact* with the IPMA Individual
Competence Baseline (ICB 4.0)

First edition, vers. 1.0

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Introduction

Purpose

The general purpose of the HDM Co-Existence-documents is to provide information to the project society as to how the Half Double Methodology (HDM) can co-exist and interact with existing PM/Agile standards, models, methodologies and frameworks currently being used by project-oriented organisations.

Target group

This specific document is targeted to the group of people and organisations currently applying the IPMA Individual Competence Baseline (ICB 4.0) and who are now considering or determined to also adopt, implement and apply the Half Double Methodology (HDM 1.0). This document will inform how the IPMA ICB can benefit from co-existing and interacting with the HDM and vice versa.

Technical knowledge of projects and project management, agile initiatives and agile project management, the HDM 1.0 and ICB 4.0 is a prerequisite for being able to read this document.

A PM methodology versus a PM competence baseline

In this document, we are looking at two conceptually different entities: a project management *methodology* (see definition in Annex 4) and a project management *competence baseline* (see definition of IMPA ICB below).

The IPMA Individual Competence Baseline (ICB 4.0)

The IPMA ICB 4.0 describes an inventory of competences individuals need to successfully master a project, a programme or a project/programme portfolio.

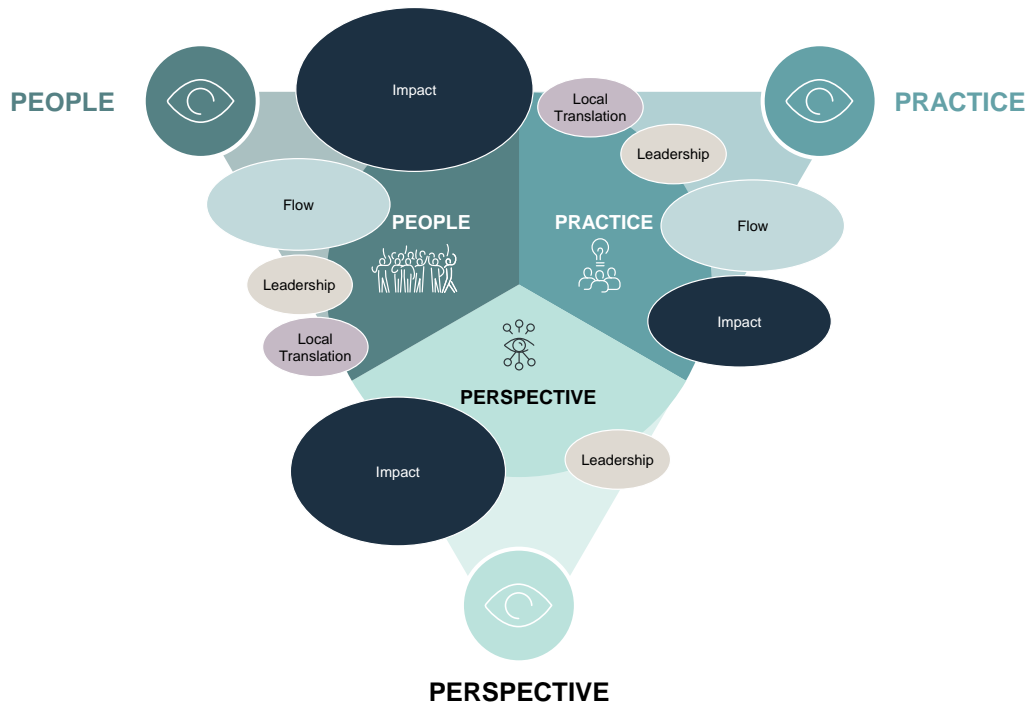
Consequently, the ICB is not a how-to-guide or a cookbook with descriptions of principles, methods and processes involved in project, programme or portfolio management.

Furthermore, a reference is also made to the IPMA Reference Guide ICB4 in an Agile World, version 2.3, in which the 29 competence elements of the ICB 4.0 can be interpreted in an agile environment.

Grafical illustration of the interactive “hot spots” between ICB (4.0) and HDM (1.0)

The illustration is based solely on the information from the cross-reference list in Annex3.

The sizes of the ellipses indicate the degree of (complementary) interaction between ICB and HDM. Large size equal to high interaction and vice versa



How the IPMA individual competence baseline (ICB) will benefit from interacting with the half double methodology and vice versa

Introduction

The fact that the Half Double Methodology (HDM) and the IPMA Individual Competence Baseline (ICB), are conceptually very different is basically also the reason for the two being complementary meaning that the two “models” can in fact reinforce each other.

Obviously, the generic competences of the IPMA individual competence baseline will benefit from being used in combination with the Half Double methodology, the agile hybrid model expanding on both classical and agile project methods.

Vice versa, the examples below also show how well the IPMA ICB4 “plugs into” Half Double; meaning, how and where the ICB4 can support

both the implementation and the application of the Half Double Methodology (HDM).

From a more practical perspective, if you already have an IPMA Certification, you can benefit from your gained level of generic individual IPMA competences for better understanding of the Half Double Methodology, for a faster and more efficient adoption, implementation and practical use of the Half Double Methodology. With an IPMA Certification, you can raise your chances of being successful also with the Half Double Methodology.

In the following sections, we will only use specific references to HDM 1.0 and ICB 4.0, respectively.

Stakeholders

“Stakeholder satisfaction” is the ultimate success criteria”, is the main message of the Impact principle of the HDM 1.0 and perhaps the most important statement of HDM 1.0. The overall goal of Half Double is to create more impact in less time.

Example: Stakeholders

Impact is the keyword and consequently, to successfully build the impact case (Impact method 1) and design your project to deliver impact as quickly as possible (Impact method 2), you must also be competent in “mapping” and “managing” your stakeholders, which is a main competence element of ICB 4.0 (Practice 12, ref. cross-reference guide below). In other words, to succeed with IMPACT, you will naturally focus on and grow those generic IPMA competencies supporting the impact mission of Half Double (ref. Annex 3: cross-reference guide).

Ressources & teamwork

“High intensity and frequent interaction” are the founding principles of the HDM 1.0 core element FLOW. The way to more impact in less time using Half Double goes via flow and visual progress. Therefore, to succeed with flow you will have to use and grow those generic IPMA competencies supporting the flow mission of Half Double (ref. Annex 3: cross-reference guide).

Example: Resources & Teamwork

“Allocate core-team min. 50% to the project and ensure co-location” is the name of the first method of the Flow core-element of Half Double. To succeed with this method, you can benefit from being competent in defining, identifying, and allocating the required resources (people, expertise, facilities etc.) which is the focal point of the ICB 4.0 main competence element “Resources” (Practice 8, ref. cross-reference guide below). Moreover, the ICB 4.0 main competence element “Teamwork” (People 6, ref. cross-reference guide below) also supports this Half Double method.

Leadership & teamwork

“Embrace uncertainty and make the project happen” is the founding principle of the Half Double core element LEADERSHIP. The way to more impact via flow and visual progress will require a strong and dedicated leadership meaning, that you will naturally use and grow those generic IPMA competencies supporting the leadership mission of Half Double (ref. Annex 3: cross-reference guide).

Example: Leadership and Teamwork

“Being a collaborative leader with a people first attitude” is the name of the second method of the Leadership core-element of Half Double. To succeed with this method, you will need some basic leadership and teamwork skills both covered by the ICB4 main competence elements “Leadership” & “Teamwork” (People 5 & 6; ref. cross-reference guide below).

Summarising

Without a specific model, framework or methodology, it is difficult to develop and grow strong generic individual competencies which is the real core of the IPMA competence baseline (ICB 4.0). HDM 1.0 is a new and contemporary hybrid methodology with a clear goal of raising the success rate of projects. Adopting and implementing HDM 1.0 will therefore effectively boost several of your generic IPMA competencies thus making you far more competent in managing projects and agile assignments - a true benefit to the organisations using the ICB 4.0.

In the cross-reference guide below (Annex 3), you will get a complete overview of the degree of interaction (high, medium, low) between each of the 28 ICB 4.0 competence elements and each of the 9 (12) methods of the Half Double Methodology (HDM 1.0).

Annex 1:

The Half Double Methodology (HDM 1.0) and the IPMA individual competence baseline (ICB 4.0) at a glance

FIGURE 1: Half Double Methodology overview

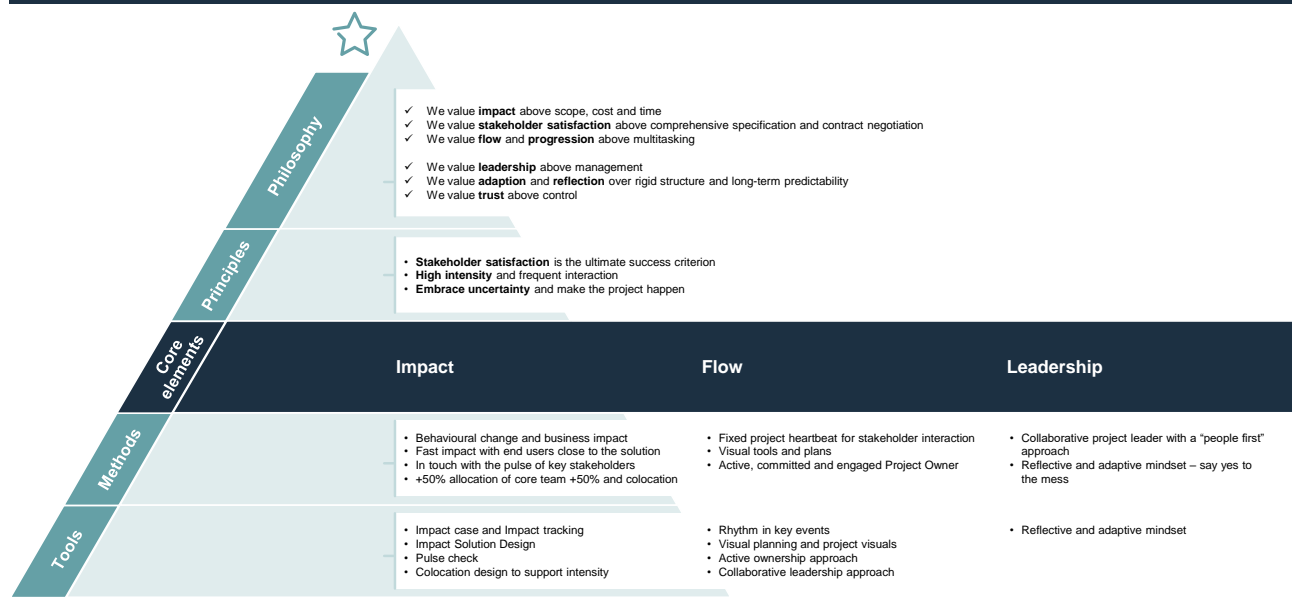
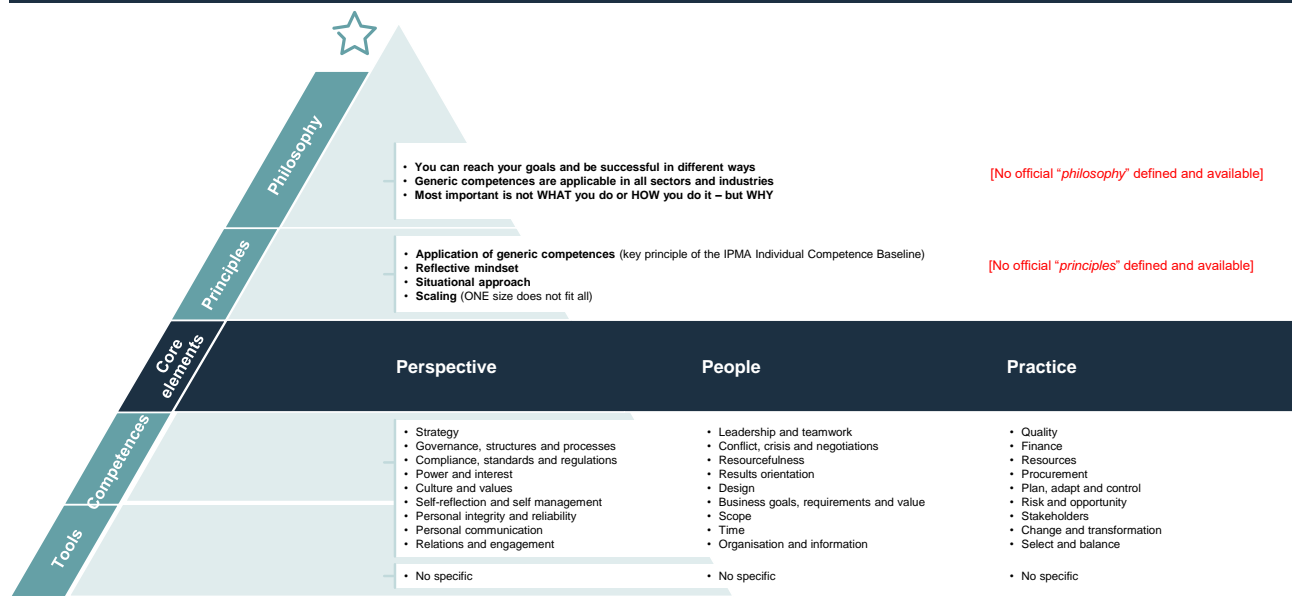


FIGURE 2: IPMA ICB overview



Annex 2:

A comparison view between the Half Double Methodology (HDM 1.0) and the IPMA individual competence baseline (ICB 4.0)

Topic	HDM 1.0	IPMA ICB 4.0
Approach:	Hybrid	Plan-driven and Agile
Methodology:	The Half Double methodology represented by 3 core elements each containing 3 methods.	Nonspecific
Characteristics:	Double the impact in half the time.	Generic PM competencies placed in 3 categories: Perspective, People & Practice.
Focus:	Deep dive into Impact, Flow and Leadership (narrow).	On the whole PM competence spectrum (broad).
History:	Developed in the late 2010's.	First release of ICB in the late 1990's.

Annex 3:

A comparison view between the Half Double Methodology (HDM 1.0) and the IPMA individual competence baseline (ICB 4.0)

<p style="text-align: center;">HDM 1.0 – The Methods</p> <p>Cross section indicators:</p> <ul style="list-style-type: none"> ■ High interaction ■ Medium interaction ■ Low/No Interaction <p style="text-align: center;">ICB 4.0 – The Competence Elements</p>		Impact			Flow			Leadership			Local Translation		
		Impact Case	Impact solution design	Pulse Check	Core-team allocation & colocation	Visual tools and plans	Fixed project heartbeat	Active, committed and engaged project owner	Collaborative leader with people first attitude	Reflective and adaptive mindset	Build a Half Double Mindset	Customize Governance	Anchor the Half Double Practice
Perspective	1. Strategy												
	2. Governance, structures and processes												
	3. Compliance, standards and regulations												
	4. Power and interest												
	5. Culture and values												
People	1. Self-reflection and self-management												
	2. Personal integrity and reliability												
	3. Personal communication												
	4. Relationships and engagement												
	5. Leadership												
	6. Teamwork												
	7. Conflict and crisis												
	8. Resourcefulness												
	9. Negotiation												
	10. Result orientation												
Practice	1. Project design												
	2. Requirements and objectives												
	3. Scope												
	4. Time												
	5. Organisation and information												
	6. Quality												
	7. Finance												
	8. Resources												
	9. Procurement												
	10. Plan and control												
	11. Risk and opportunities												
	12. Stakeholders												
	13. Change and transformation												

Annex 4: *Definitions*

Term	Definition	Reference
Method	A means for achieving an outcome, output, result, or project deliverable	Project Management Institute (2021 page 243)
Methodology	A methodology is an organized collection of concepts, methods, values and normative principles supported by material resources	Adapted from Hirschheim et al. (1995 page 22)
Body of Knowledge	A body of knowledge (BOK or BoK) is the complete set of concepts, terms, and activities that make up a professional domain, as defined by the relevant learned society or professional association (Wikipedia 2019)	Wikipedia (2019) Body of Knowledge. https://en.wikipedia.org/wiki/Body_of_knowledge . Retrieved 22nd November 2021
Agile approach	A term used to describe a mindset of values and principles as set forth in the Agile Manifesto	Project Management Institute (2021 page 235)
Planed approach (predictive approach)	An approach in which the project scope, time, and cost are determined in the early phases of the life cycle	Adapted from Project Management Institute (2021 page 244)
Hybrid approach	A combination of two or more agile and nonagile elements	Adapted from Project Management Institute (2021 page 241)

Annex 5:

References

#	Reference
[1]	IPMA (2015). <i>Individual Competence Baseline for Project Management, vers. 4.0</i> . IPMA PUBLICATIONS.
[2]	IPMA (2018). <i>IPMA Reference Guide ICB4 in an agile world, version 2.3</i> . IPMA PUBLICATIONS.
[3]	Hirschheim, R., H. K. Klein and K. Lyytinen (1995). <i>Information systems development and data modeling: conceptual and philosophical foundations</i> , Cambridge University Press New York, NY, USA.
[4]	Project Management Institute (2021). <i>A Guide to the Project Management Body of Knowledge PMBOK guide and The Standard for Project Management (ANSI/PMI 99-001-2021)</i> . Newton Square, Pennsylvania, Project Management Institute, Inc.



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DOUBLE**
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