HALF DOUBLE *Institute*

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Co-existence between Half Double and PMI

How the Half Double Methodology (HDM 1.0) can co-exist and interact with the PMI pmbok guide 7th edition

First edition, vers. 1.0

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Introduction

Purpose

The general purpose of the co-existence descriptions is to provide information to the project society as to how the Half Double Methodology (HDM) can be used in combination with existing Project Management and Agile standards, models, methodologies and frameworks currently being used by many project-oriented organisations.

Target group

This specific co-existence description is targeted to the group of people and organisations currently applying the PMI PMBOK guide and who are now considering or determined to also adopt, implement and apply the Half Double Methodology (HDM). This document will inform how the PMI PMBOK Guide 7th Edition (PMBOK) can benefit from being used in combination with HDM and vice versa.

Technical knowledge of projects and project management, agile initiatives, and agile project management, the HDM 1.0 and PMI PMBOK GUIDE is a prerequisite for being able to understand this document.

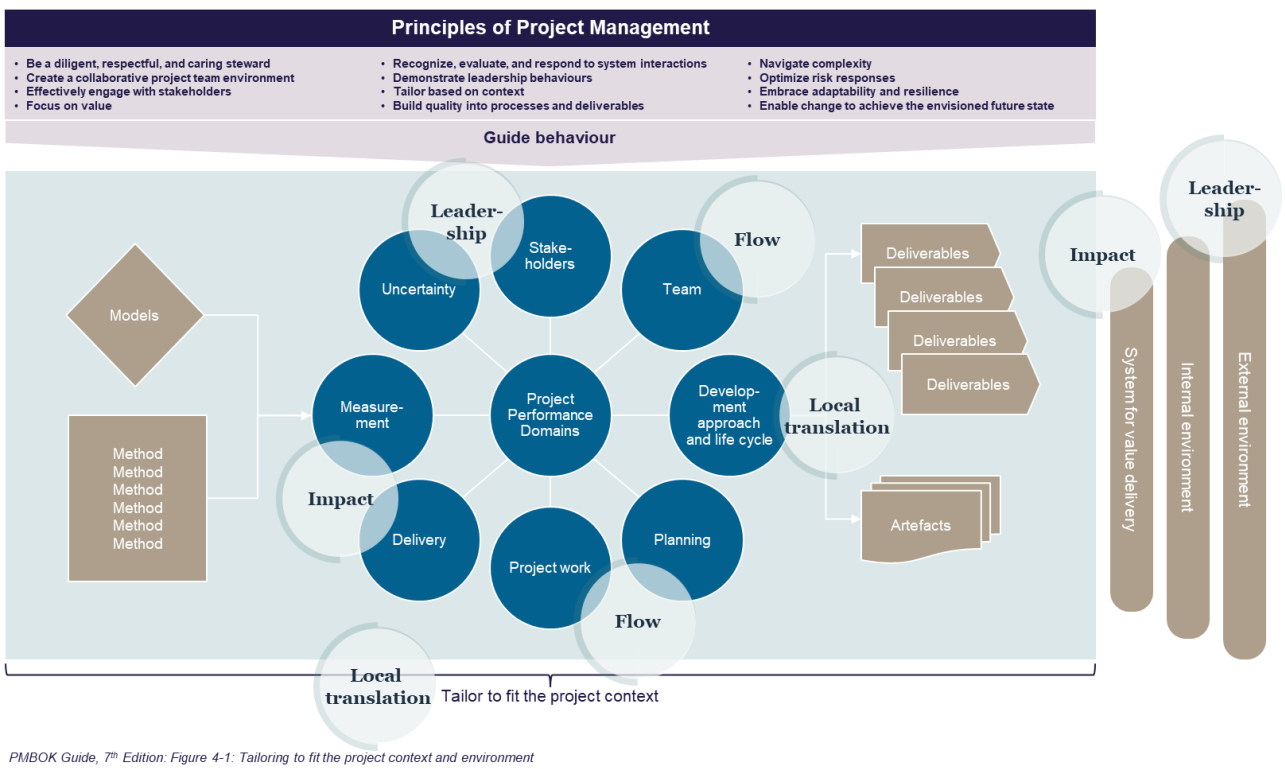
A PM methodology versus a body of knowledge

In this document, we are looking at two conceptually different entities: a project management methodology and a project management body of knowledge (see definition in Annex 4). To put it simple a methodology will pick and choose between different methods and practices to fulfill its purpose while a body of knowledge is a complete set of concepts, terms, and activities with the ambition to describe exhaustively what the professional domain consists of.

Grafical illustration of the interactive “hot spots” between PMI pmbok guide 7th edition and HDM (1.0)

The illustration provides an overview of how the two methodologies overlap and interacts with each other. The conclusion is evident: 1) There is a direct relationship in principles and performance domains in the two methodologies and 2) PMBOK covers a comprehensive body of knowledge whereas HDM focuses on selected performance domains. The illustration reflects the most aligned areas between the two methodologies – more specifically shown in the overlap between core elements (HDMs’ impact, flow, leadership and local translation) and performance areas (PMBOK). The illustration is based on the information in the cross-reference guide list in Annex 3.

FIGURE 1: Illustration of the interactive "hot spots" between PMI pmbok guide 7th edition and the HDM (1.0)



PMBOK Guide, 7th Edition: Figure 4-1: Tailoring to fit the project context and environment

How the PMI pmbok guide 7th edition will benefit from being used in combination with Half Double and vice versa

Introduction

In 2021 PMI introduced a fundamental turnaround in their project management philosophy. They changed the PMBOK Guide from a process-based standard (1987 - 2017) to a principle-based standard (2021). This was a major turning point as focus was shifted from a prescriptive process-based method to a principle-based methodology with more focus on effective project management and intended outcomes rather than adherence to processes. This shift facilitates a more evident overlap between the PMBOK Guide and the HDM – whereas the previous process-based standard was predictive, plan-driven and to some extend in opposition to HDM in its approach.

Hence it is important to be precise on which PMBOK Guide edition is used to compare with HDM. In this co-existence description, we focus on the principle based PMBOK Guide 7th edition.

As the PMBOK Guide strives to be comprehensive and exhaustive in its nature (hence the abbreviation of Project Management Body of Knowledge) the HDM can certainly benefit from the multiple add-ons in principles (12 principles instead of 3 in HDM), performance domains and multiple models, methods, and artifacts. In some project HDM will need to supplement with PMBOK methods in order to create more impact in half the time – e.g., perform a "Make-or-buy analysis" if appropriate.

However, the opposite is as also the case. The PMBOK Guide can certainly benefit from the simplification embedded in the HDM. A straightforward and to-the-point approach to effective project management – creating more impact, faster – guiding practitioners to begin with

the most effective core elements (impact, flow and leadership) in their projects.

The overlap between the two methodologies is although striking and especially within local translation / tailoring the “one-size-does-NOT-fit-all” approach creates a common foundation to build upon. There is a direct relationship in principles and performance domains in the two methodologies. The following sections will highlight a few of these associations between the two methodologies but also where the PMBOK Guide can benefit from using the HDM.

Impact case to drive the focus on value

In the HDM the impact case helps the project owner, the project leader and selected key stakeholders to understand and align on the intended value creation of the project. Furthermore, the impact case adds the perspective of who needs to change behavior to realize the intended business impact. This method combines quite a few of the PMBOK Guide principles into one: Effectively engage with stakeholder, Focus on value, Tailor based on context and Enable change to achieve the envisioned future state. The impact case method and tool (called artifact in PMBOK Guide) can be a value adding and to-the-point element to add to the performance domains of “Planning” and “Measurement” to drive focus on value in the project.

To put is short the PMBOK Guide still have a strong focused on producing the project deliverables in performance domains such as Delivery, Planning and Project Work. The HDM has strong focus on creating the impact, breaking down the impact and understanding the impact journey throughout the project life. This is evident in the strong and direct link between impact principle and impact methods (e.g. Impact solution design) in HDM which can inspire the PMBOK Guide practitioner in where to focus their efforts and use the encouraged tailoring.

High allocation can increase intensity and project flow

The performance domain of Team, Project work, and Development approach inspires on how to execute the project. There is a lot of inspiration to pick from in the PMBOK Guide favouring a tailored fit to many kinds of projects. The HDM can help the PMBOK Guide practitioner in two obvious ways; First of all the flow principle of creating “High intensity and frequent interaction to ensure continuous project progression” is translated into a rule of thumb allocating the core team min. 50% to the project. By adding this perspective, the project effectiveness in the three performance domains above can be enhanced. Secondly a strong Rhythm in key events can help to benefit stakeholder interaction on a frequent basis which is strongly emphasised – but not handled – in the stakeholder performance domain in the PMBOK Guide. Again, the strong link between principle and methods in the HDM can help the PMBOK Guide practitioner in where to put their efforts.

Leadership - the sponsor plays a vital role

In the HDM Leadership is key to increase project success. In the PMBOK Guide Leadership also is highlighted as an important principle (Demonstrate leadership behaviours). However, the Sponsor is not addressed in the methodology as such but instead the role is described in the Appendix X2 as an add-on. In the HDM the importance of the sponsor is underlined as one of nine methods (The active project owner). In the PMBOK Guide the project manager is perceived as being the sole responsible person for the project. In the HDM the project owner / sponsor and the project manager are all together in this endeavour with a shared accountability and responsibility. Highlighting this critical role and the dynamic leadership relationship between the sponsor and the project manager as the most important roles in a project could benefit the PMBOK Guide approach.

Using the 3 leadership methods in HDM can guide sponsor and project manager to be reflective and adaptive in their mindset – helping them to set a live the PMBOK Guide principles of Systems Thinking, Tailoring, Complexity, and Adaption and resilience.

Summarising

The new principle based PMBOK Guide 7th edition and the HDM are complementary and overlapping in its thinking and approach to project management. The previous process-based and prescriptive approach of the PMBOK Guide 6th edition has been left behind. Now, they both focus on effective project management and intended outcomes rather than adherence to processes.

The HDM can certainly benefit from the comprehensive and exhaustive approach of the PMBOK Guide. Especially the extensive online toolbox for models, methods, and artefacts is a source of inspiration for local translation of Half Double projects. However, the opposite is as also the case as the PMBOK Guide can benefit from the simplification, the focus and the strong link between principles, methods and tools embedded in the HDM. Especially the leadership dynamic and shared responsibility between the sponsor and the project manager can increase the effectiveness of the project and the project outcome.

In the cross-reference overview/table below, you can investigate for more PMBOK Guide elements supporting the HDM.

Annex 1:

The Half Double Methodology (HDM 1.0) and the PMBOK edition 6th and 7th at a glance

FIGURE 1: Half Double Methodology overview

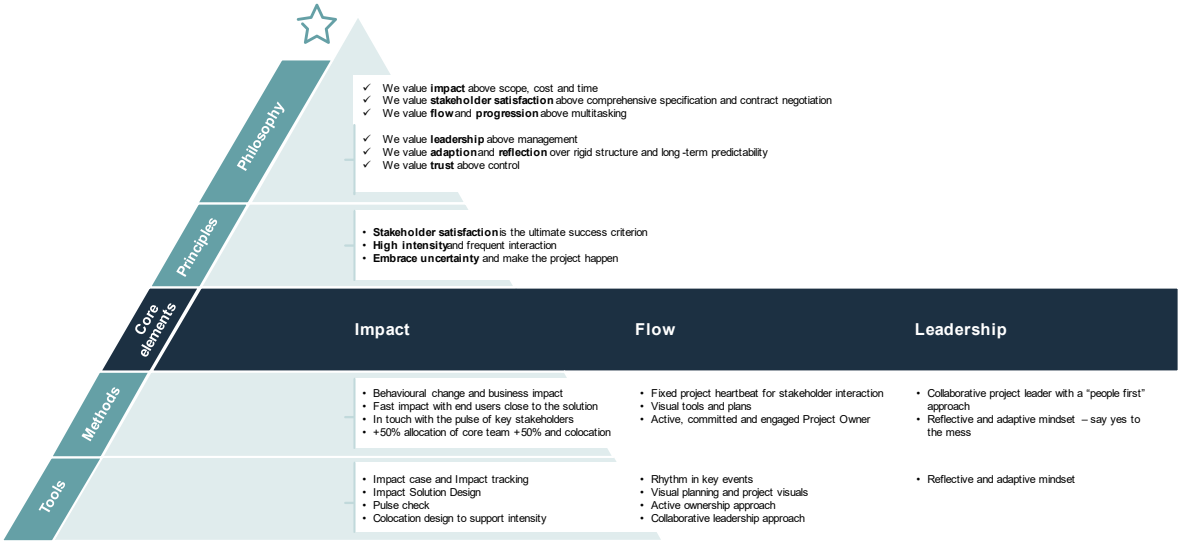


FIGURE 2: Overview below shows the PMI PMBOK, 6th edition 2017, standard

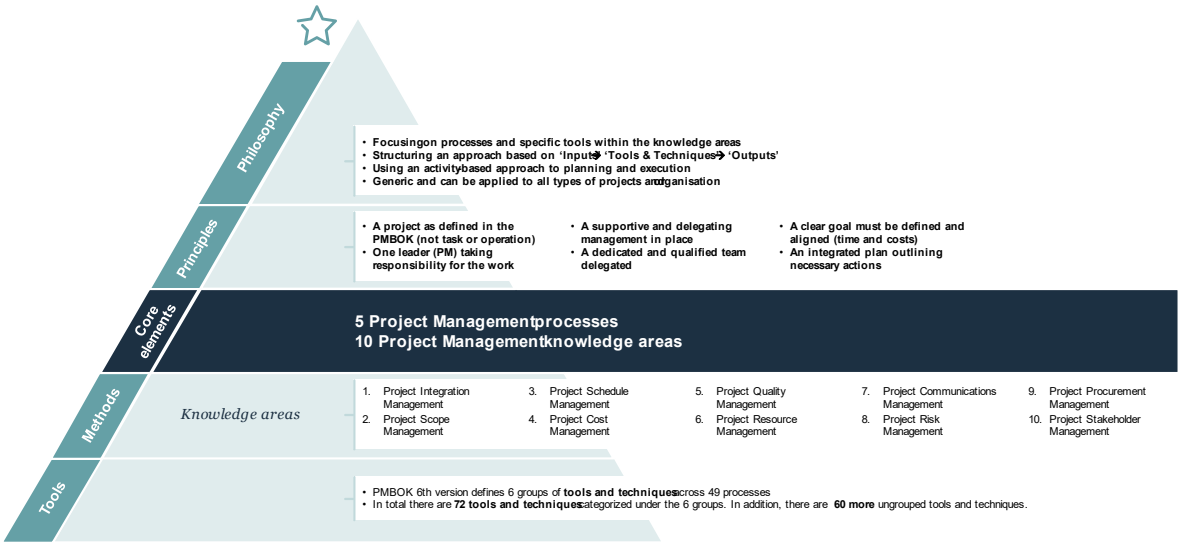


FIGURE 3: Overview below shows the PMI PMBOK, 7th edition 2021, standard

Annex 2:

A comparison view between Half Double (HDM 1.0) and PMI PMBOK guide 7th edition

Topic	Half Double	PMI PMBOK guide 7th edition
Approach:	Hybrid	All projects: From predictive (waterfall) to hybrid (mix) to adaptive (agile)
Methodology:	The Half Double methodology represented by 3 core elements each containing 3 methods.	The PMBOK offers 12 principles to guide 8 project performance domains. Each of the 8 domains relates to 22 models, 60 methods and 76 artefacts in multiple ways.
Characteristics:	Double the impact in half the time.	Aims to contain all the knowledge needed to effectively manage a project. Converting from a process-based standard in 2017 to a principle-based standard in 2021.
Focus:	Deep dive into Impact, Flow and Leadership (narrow).	Comprehensive (no specific focus). Using the 12 principle statements, PMI can reflect effective management of projects across the full value delivery landscape: From predictive (waterfall) to hybrid (mix) to adaptive (agile). Tailoring is the deliberate adaption of the project management approach, governance and processes to make the standard work in different environments and projects.
History:	Developed in the late 2010's.	Developed in 1987. Since its inception the PMBOK has evolved to 800 pages in 2016. The 7th edition is only 350 pages leaving the many models, methods and artefacts to be available online instead of in print.

Annex 3:

A cross reference guide between Half Double (HDM 1.0) and PMI PMBOK guide 7th edition

The cross-reference guide below has been prepared to outline where the PMI PMBOK directly supports the three core elements of Half Double: Impact, Flow & Leadership.

Half Double core elements and methods	PMI PMBOK guide 7th edition
Impact 1. Use the impact case to drive behavioural change and business impact. 2. Design your project to deliver impact as soon as possible with the end users close to the solution. 3. Check the pulse of your project.	Principles relates to: • Stakeholders (#1, #2, #3) • Value (#1, #2) • Quality (#3) • Change (#2) Performance domain: • Stakeholders (#1, #2, #3) • Development approach and life cycle (#2) • Planning (#2) • Project work (#1, #3) • Delivery (#1, #2, #3) • Measurement (#1, #3)
Flow 1. Allocate core-team min. 50% to the project and ensure colocation. 2. Increase insights and commitment using visual tools and plans. 3. Define a fixed project heartbeat for stakeholder interaction to project in sprints.	Principles relates to: • Team (#1) • Stakeholders (#3) • Quality (#3) • Risk (#2) • Change (#3) Performance domain: • Stakeholders (#3) • Team (#1) • Development approach and life cycle (#3) • Planning (#2, #3) • Project work (#3) • Delivery (#1, #2, #3) • Measurement (#2) • Uncertainty (#2)

Cont'd

Half Double core elements and methods	PMI PMBOK guide 7th edition
Leadership 1. Be an active committed and engaged project owner. 2. Be a collaborative leader with a people first attitude. 3. Apply a reflective and adaptive mindset.	Principles relates to: • Stewardship (#2) • Team (#2) • Value (#1) • Systems Thinking (#3) • Leadership (#1, #2) • Tailoring (#3) • Complexity (#3) • Adaption and Resiliency (#1, #2, #3) • Change (#1) Performance domain: • Stakeholders (#1, #2) • Team (#2, #3) • Project work (#1, #2) • Measurement (#1, #2) • Uncertainty (#3) Appendix 2: Sponsor role, engagement and behaviour relates directly to (#1)
Local Translation 1. Build a Half Double mindset to initiate the Half Double approach. 2. Customize governance to ensure flow **3.** Anchor the Half Double practice to pave the way for new results	Principles relates to: • Tailoring (#1, #2) Performance domain: • Development approach and life cycle (#1, #2, #3) • Uncertainty

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).
A Standard for Project Management	A Standard for Project Management is defined as the standard for application of knowledge, skills, tools, and techniques to project activities to meet project requirements. Project management refers to guiding the project work to deliver the intended outcomes.	Project Management Institute (2021 page 243).

Annex 5:
References

#	Reference
[1]	Project Management Institute (2021). A Guide to the Project Management Body of Knowledge PMBOK guide and The Standard for Project Management (ANSI/PMI 99-001-2021). Newton Square, Pennsylvania, Project Management Institute, Inc.
[2]	Project Management Institute (2017). A Guide to the Project Management Body of Knowledge PMBOK guide and The Standard for Project Management. Newton Square, Pennsylvania, Project Management Institute, Inc.
[3]	Hirschheim, R., H. K. Klein and K. Lyytinen (1995). Information systems development and data modeling: conceptual and philosophical foundations, Cambridge University Press New York, NY, USA.

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