Co-existence between Half Double and Scrum

How the Half Double Methodology (HDM 1.0) can co-exist and interact with the Scrum Framework (version 5.0, 2020)

First edition, vers. 1.0

INDUSTRIENS FOND FREMMER DANSK KONKURRENCEEVNE
The Danish Industry Foundation

AARHUS UNIVERSITY

APMG International

IMPLEMENT CONSULTING GROUP_

Table of content

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 organizations.

Target group

This specific co-existence description is targeted to the group of people and organizations currently applying the Scrum framework and who are now considering or determined to also adopt, implement and apply the Half Double Methodology (HDM). This document will inform how Scrum 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 The Scrum Guide 2020, version 5.0, is a prerequisite for being able to understand this document. Scrum references are mainly based on Ken Schwaber & Jeff Sutherland, currently associated with Scrum.org.

A project management methodology and a framework

In this document, we are looking at project management methodology (HDM) and a project management framework (Scrum). A Methodology is defined as an organized collection of principles, methods, techniques, practices, procedures, and rules used by those that work in a discipline. To put it simple a project methodology will pick and choose between different methods and practices to fulfill its purpose in a given project. It is based on a few principles set alive in the project.

A framework on the other hand is an essential supporting structure which other things are built on top of. To put it simple a framework is a basic conceptional structure (as of ideas) for the practitioner to follow. Hence a framework is more focused on following the conceptual structure (Scrum) as opposed to following the principles indicated (HDM).

Grafical illustration of the interactive "hot spots" between Scrum (5.0) and HDM (1.0)

The illustration provides an overview of how the HD methodology and the Scrum framework overlap and interacts with each other. The conclusion is evident: The two concepts a very similar in nature and relate closely to each other in most aspects as they are both build on simplicity and the collective intelligence of the people using it. The flow elements in both concepts are very similar. However, the main difference is found in a broader project management and principle-based understanding, wide stakeholder inclusion and value creation breakdown with stakeholders (HDM) as opposed to a software development and structure-based understanding, enhanced self-managing team focus, and a narrow product definition created exclusively by the Product Owner (Scrum).

The illustration is based on the information in the cross-reference guide list in Annex 3.
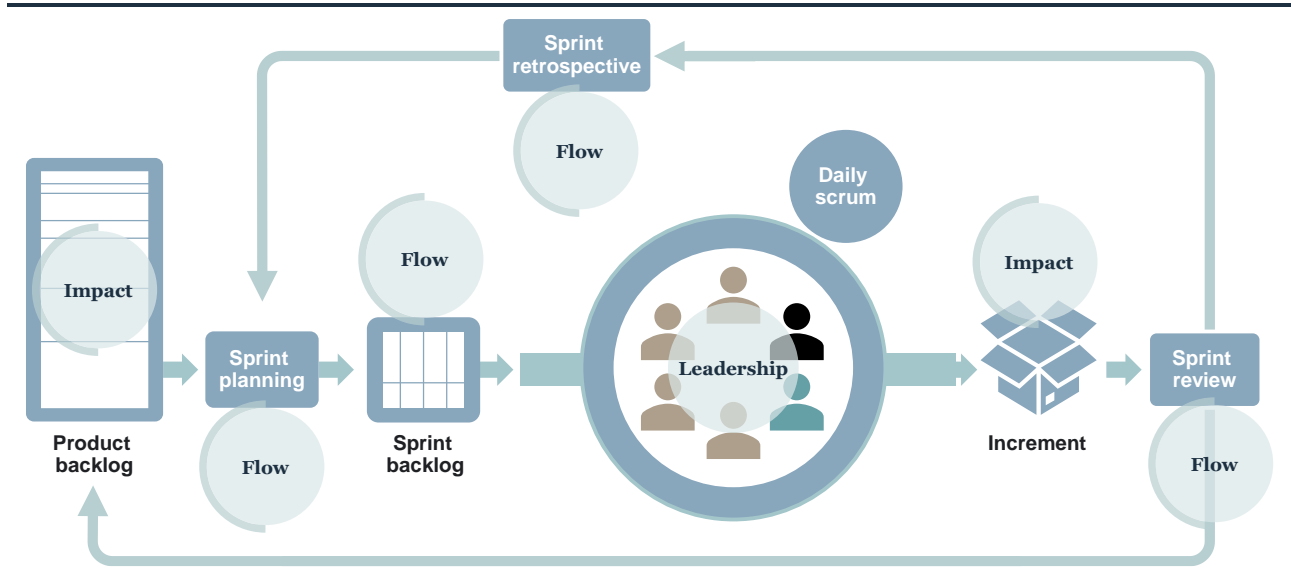
How the Scrum framework (5.0) will benefit from being used in combination with the Half Double Methodology (HDM 1.0) and vice versa

Introduction

Scrum and HDM are similar as they are both build on simplicity and the collective intelligence of the people using it. They are both created as open-source concepts and are available for free to download for the benefit of practitioners all over the world. They are inspired by Lean thinking (reduce waste) and empiricism (knowledge from expertise) and both employs an iterative, incremental approach. The concepts make visible the relative efficacy of current management, environment, and way of working, so that improvements can be made – e.g., the lack of 50% core team allocation in HDM will make it evident that the project is not progressing every week as it should. So, at the surface the two concepts are very similar and could be considered mutually exclusive.

However, they are not.

Scrum derives from software development and is based on a "continuous improvement mindset" of a platform consisting of multiple products. The Scrum framework is designed as a structure for an "execution engine" with own role definition that differ from traditional project management roles (e.g., Scrum Master). Furthermore, self-management of the Scrum team is highlighted as key and at the same time the Product Owner is made solely accountable and responsible for defining value creation. This help to reduce complexity and can certainly be helpful in a lot of projects.

The Scrum framework is an immutable simple structure, that is intended to be supplemented with techniques, methodologies, and practices in order to reach its goal. All Scrum implementations have therefore added practices that the organisation regards as integral in order to succeed with Scrum.

HDM derives from a broader project management tradition and principle-based approach. It acknowledges projects as a "complex and unique endeavor" where change leadership and broad stakeholder satisfaction are considered critical to succeed. This makes key stakeholders just as important as the team. Hence key stakeholders

play an essential role in defining the impact and are directly involved in many project events.

The Half Double methodology will enrich the Scrum framework with certain methods and practices that specifically can strengthen the ability to reach the desired impact. The Scrum framework on the other hand provides a certain firmness to the events and artifacts needed to create a strong flow and can in this area supplement the Half Double methodology.

Employing Half Double and Scrum together will require a translation of terminology in certain areas and whereas Half Double explicitly is open for local translation, the Scrum framework is only open for extension.

The product goal and impact

"Stakeholder satisfaction" is the ultimate success criteria", is the main message of the Impact principle of Half Double and perhaps the most important statement of Half Double. The overall goal of Half Double is to create more impact in less time, but also recognise that this is a complex process that benefits from being iterative and including many stakeholders. Therefore, the HDM process includes a value creation breakdown with stakeholders ultimately defining the deliverables in the end of the process. The project lead should be firm on the impact and flexible on the deliverables to succeed and create key stakeholder satisfaction.

In Scrum a narrow product definition created exclusively by the Product Owner defines the value creation. Scrum teams could as an example add the concept of Impact Solution Design, which is a process of high involvement across stakeholders, where the desired impact becomes clearer and ideas for creating early impact are generated collaboratively. This process and tool can greatly enhance the quality of the Product Goal and the Product Backlog in Scrum, especially when incorporating deliveries that are intended to create behavioural impact.

Whereas Scrum is centred around a Product, defined in the Scrum Framework as "A vehicle to deliver value.", Half Double is centred around the value itself - defined as Impact. Half Double can thus facilitate more deliberate discussions on how the Product Goal should be defined and altered over time.

Furthermore, the pulse check in HDM can be a valuable input to the Scrum Sprint Review in order to gain insight to key stakeholders' current attitude and satisfaction.

HDM could on the other hand be inspired by the Product Backlog and Sprint Backlog link to convert Impact Solution Design core ideas to tangible deliverables with Definitions of Done associated to them.

Sprints and flow

The Scrum Framework and Half Double have significant complementary overlap in the approach to create flow with sprints and visual planning. An organisation that decides to supplement a working Scrum implementation with Half Double will not experience any notably difference in the ability to create flow in the delivery of work items.

Subtle differences exist, i.e., the Scrum framework does not explicitly address the allocation (50% of time) or location of a "Developer" (a team role in Scrum) whereas the Half Double addresses the need for high allocation and co-location of any team member in order to generate weekly progression of the project.

The Scrum Sprint Retrospective can be an inspiration for the HDM pulse check feedback session. Also, the 4 Sprint events (sprint planning, daily scrum, sprint review, and sprint retrospective) can be more firmly defined and executed helping to optimize the project flow.

Scrum teams and leadership

Both Scrum and Half Double explicitly address the leadership dimensions with a clear distinction between the owner and the leader role. The Scrum guide and the Half Double handbook explains in different terminology how these two roles interact and collaborate to create the highest value in the shortest time. However, the shared key in both frameworks is that the people in the two roles must be reflective and adaptive

The Project Owner (HDM) and the Product Owner (Scrum) leads the impact creation, and each owns the impact (HDM) and the product (Scrum). They are both accountable for maximizing the value of the project / the product and the owner is one person, not a committee.

The Project Leader (HDM) and the Scrum Master (Scrum) are both considered people leaders and acknowledges that progress in created through people and their ingenuity, creativity and motivation. The project leadership in HDM is although seen as a broad stakeholder responsibility.

However, in HDM the relationship between the Project Owner and the collaborative Project Leader are underlined as the strongest relationship described as a "dynamic duo" in it together. In Scrum the relationship between the Scrum Master and the Developers are underlined as the strongest relationship illustrating the difference in approach – broad stakeholder leadership at management level (HDM) versus product creation at team level (Scrum). Each concept can benefit from inspiration and add on at the overall impact level and at the product creation level.

Summarising

Scrum and Half Double are good supplements, where the main difference is the language used around the impact creation and broad stakeholder involvement.

Scrum has a strong language around Products, which in common use has been supplemented with terminology such as User-stories, Epics, story-points, etc. The Scrum framework and common Scrum related practices can therefore add a certain rigour to Half Double when applied on product development.

Half Double has a project and impact focused terminology that builds on project management terminology and is incorporating behavioural change as a prerequisite for benefit realization. Supplementing Scrum with Half Double can therefor add value in an organisation, that is used to project terminology and requires that work be budgeted as projects, as well as expanding the scope for the team to include change management.

The main choice between the two concepts can depend on the project type. A main guideline is that Scrum has its sweet spot with software projects whereas Half Double has its sweet spot with strategy execution and internal transformation projects.

Annex 1:
Half Double and Scrum at a glance

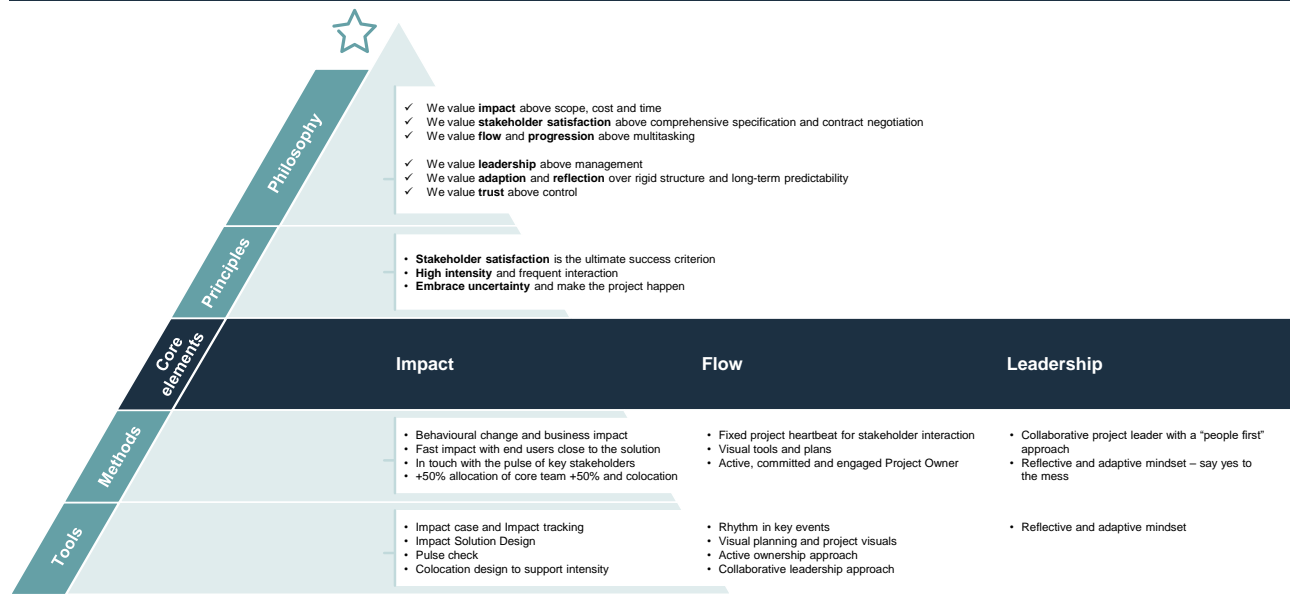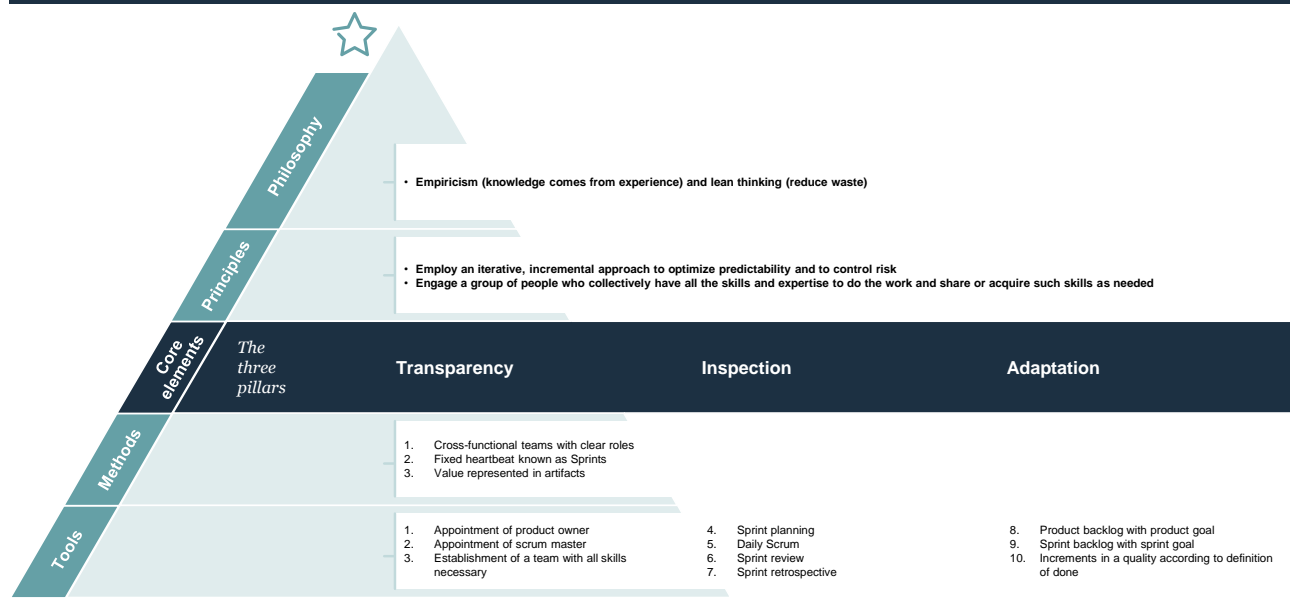## FIGURE 1: Half Double Methodology overview

Philosophy
- ✓ We value **impact** above scope, cost and time
- ✓ We value **stakeholder satisfaction** above comprehensive specification and contract negotiation
- ✓ We value **flow** and **progression** above multitasking
- ✓ We value **leadership** above management
- ✓ We value **adaption** and **reflection** over rigid structure and long-term predictability
- ✓ We value **trust** above control

Principles
- • **Stakeholder satisfaction** is the ultimate success criterion
- • **High intensity** and frequent interaction
- • **Embrace uncertainty** and make the project happen

Core elements

Impact	Flow	Leadership

Methods

Impact	Flow	Leadership
• Behavioural change and business impact • Fast impact with end users close to the solution • In touch with the pulse of key stakeholders • +50% allocation of core team +50% and colocation	• Fixed project heartbeat for stakeholder interaction • Visual tools and plans • Active, committed and engaged Project Owner	• Collaborative project leader with a "people first" approach • Reflective and adaptive mindset – say yes to the mess

Tools

Impact	Flow	Leadership
• Impact case and Impact tracking • Impact Solution Design • Pulse check • Colocation design to support intensity	• Rhythm in key events • Visual planning and project visuals • Active ownership approach • Collaborative leadership approach	• Reflective and adaptive mindset

FIGURE 2: Scrum overview

Philosophy
- • **Empiricism (knowledge comes from experience) and lean thinking (reduce waste)**

Principles
- • **Employ an iterative, incremental approach to optimize predictability and to control risk**
- • **Engage a group of people who collectively have all the skills and expertise to do the work and share or acquire such skills as needed**

Core elements

The three pillars

Transparency	Inspection	Adaptation

Methods

Transparency	Inspection	Adaptation
1. Cross-functional teams with clear roles 2. Fixed heartbeat known as Sprints 3. Value represented in artifacts		

Tools

Transparency	Inspection	Adaptation
1. Appointment of product owner 2. Appointment of scrum master 3. Establishment of a team with all skills necessary	4. Sprint planning 5. Daily Scrum 6. Sprint review 7. Sprint retrospective	8. Product backlog with product goal 9. Sprint backlog with sprint goal 10. Increments in a quality according to definition of done

Annex 2:

A comparison view between Half Double and Scrum

Topic	Half Double	The Scrum framework
Approach:	Hybrid	Agile
Methodology:	The Half Double methodology represented by 3 core elements each containing 3 methods.	The Scrum framework as described in the Scrum Guide with 3 pillars, 3 roles, 4 events and 3 artifacts is an immutable framework that helps people, teams and organisations generate value through adaptive solutions for complex problems.
Characteristics:	Double the *impact* in half the time.	Empiricism and lean thinking.
Focus:	Deep dive into I*mpact, Flow and Leadership(narrow).*	Employ an iterative, incremental approach to optimize predictability and to control risks.
History:	Developed in the late 2010's.	First presented in 1995 and deliberately kept incomplete so other can provide patterns, processes, and insights that can complement the framework. Scrum is rooted in software product development.

Cross reference guides between half Double and Scrum

The cross-reference guide below has been prepared to outline where the Scrum framework – based on The Scrum Guide [reference 2] – directly supports the three core elements of Half Double: Impact, Flow & Leadership.

Half Double core elements and methods	The SCRUM framework
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.	• The Product Goal commitment which is the long-term product target to plan against. • The Sprint Planning event with the short-term Sprint Goal commitment answering why this sprint is valuable (defined as the Increment). • The Sprint Review of the Increment which will provide feedback from stakeholders.
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.	• The Scrum Team: Max 10 people consisting of The Developers, the Product Owner and the Scrum Master. • The breakdown of the Product Backlog into a Sprint Backlog with a Sprint Goal commitment. • End of sprint results in the Increment with the Definition of Done commitment. • The 4 fixed events in the Sprint: Sprint planning, daily scrum, sprint review, and sprint retrospective • In addition, most implementations of Scrum will employ visual tools although not mandated by the Scrum framework.
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.	• The Product Owner role: Accountable for maximizing the value of the product resulting from the work of the Scrum Team. • The Scrum Master role: Accountable for the Scrum Team's effectiveness. • The Sprint Retrospective: Inspect the outcome of the sprint with stakeholders and determine future adaptions.

Half Double core elements and methods	The SCRUM framework
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	The Scrum framework is purposefully incomplete, only defining the parts required to implement Scrum theory. However: Changing the core design or ideas of Scrum, leaving out elements, or not following the rules of Scrum, covers up problems and limits the benefits of Scrum, potentially even rendering it useless. While implementing only parts of Scrum is possible, the result is not Scrum.

Extended cross reference guide between the Half Double Methodology (HDM 1.0) and the Scrum framework (5.0)

HDM 1.0 – The Methods

Cross section indicators:

Green	High/main interaction
Yellow	Medium interaction
Red	Low/No Interaction

SCRUM 5.0		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
Scrum Team	Product Owner							x					
	Scrum Master								x				
	Developers				x								
Scrum Artefacts	Product Goal	x											
	Product Backlog		x										
	Sprint Backlog					x							
	Increment		x										
Scrum Events	The sprint							x					
	Sprint event 1: Sprint planning					x							
	Sprint event 2: Daily scrum							x					
	Sprint event 3: Sprint review			x									
	Sprint event 4: Sprint retrospetive									x			

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.	
Framework	A framework is a generic term commonly referring to an essential supporting structure which other things are built on top of. A basic conceptional structure (as of ideas)	Wikipedia (22 October 2021): https://en.wikipedia.org/wiki/Framework Merriam Webster: https://www.merriam-webster.com/dictionary/framework

Annex 5:
References

#	References
[1]	Schwaber, K. (2004). Agile project management with Scrum, Microsoft Press Redmond, WA, USA.
[2]	The Scrum Guide, The Definitive Guide to Scrum: The Rules of the Game, Ken Schwaber & Jeff Sutherland, November 2020. Available at Scrum.org.
[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.
[4]	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.