

October, 2022

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)

Second edition, version 2.0

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Introduction

Purpose

The general purpose of the co-existence documents 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 at 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 a 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 who work in a discipline. To put it simply a project methodology will pick and choose between different methods and practices to fulfil its purpose in a given project. It is based on a few principles set live in the project.

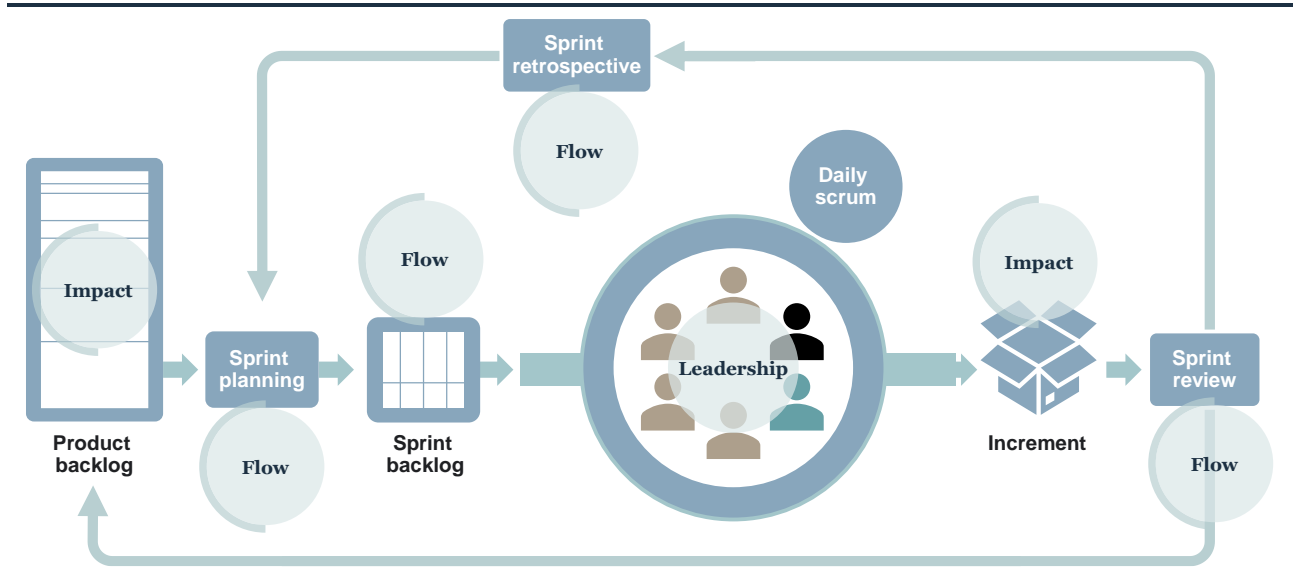
A framework on the other hand is an essential supporting structure which other things are built on top of. To put it simply a framework is a basic conceptual structure (as of ideas) for the practitioner to follow. Hence a framework is more focused on following the conceptual structure (Scrum) as opposed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

Graphical illustration of the interactive “hot spots” between Scrum (5.0) and HDM (1.0)

The illustration on the next page provides an overview of how the HD methodology and the Scrum framework overlap and interact with each other. The conclusion is evident: The two concepts are very similar in nature and relate closely to each other in most aspects as they 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 in Annex 3.

FIGURE 1: Scrum framework



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 built on simplicity and the collective intelligence of the people using them. 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 employ 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 role definitions 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 helps 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 endeavour” where change leadership and broad stakeholder satisfaction are considered critical to success. 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 in this area can 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” as 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 at 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 value creation. Scrum teams could as an example add the concept of Impact Solution Design, which is a process requiring 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 deliverables 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 revised 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 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 notable 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 Half Double addresses the need for high allocation of time and co-location of any team member in order to generate weekly progress 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 in HDM.

Scrum teams and leadership

Both Scrum and Half Double explicitly address the leadership dimension 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 greatest 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) lead 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 acknowledge that progress is created through people and their ingenuity, creativity and motivation. The project leadership in HDM is also seen as having 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 is 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 to overall impact and at product creation.

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 to product development.

Half Double has a project and impact focused terminology that builds on project management terminology and incorporate behavioural change as a prerequisite for benefit realization. Supplementing Scrum with Half Double can therefore add value to an organisation that is familiar with 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 project type or project characteristics. A simple guideline is that Scrum has its sweet spot in software projects whereas Half Double has its sweet spot with strategy execution and internal transformation projects. Another approach to the choice depends on the project characteristics. Scrum is suitable for initiatives with medium uncertainty to develop and deliver products in smaller teams. Half Double is suitable to lead a project with high uncertainty where impact creation and stakeholder satisfaction are crucial to succeed.

Based on information from the Half Double community and inspired by areas where HDM and Scrum are complementary, and by the benefits of coexistence between the two, we are suggesting a *new hybrid approach* to lead, manage and execute projects, founded on the HDM and Scrum. For more information see Annex 4.

Annex 1:

Half Double and Scrum at a glance

FIGURE 1: Half Double Methodology overview

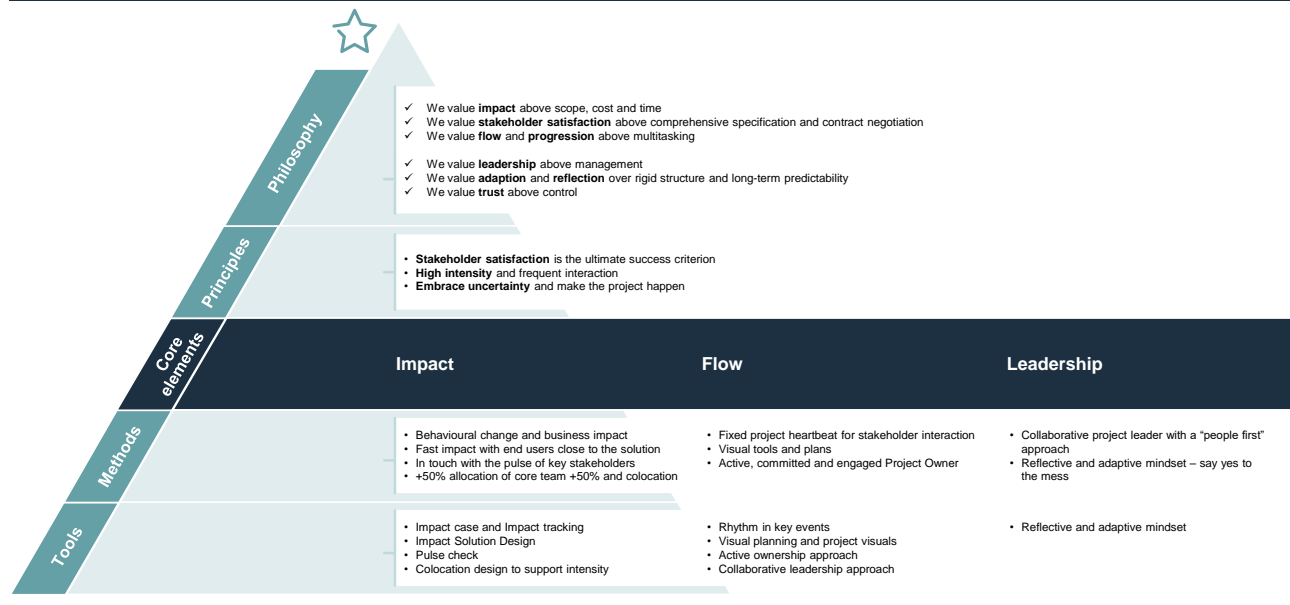
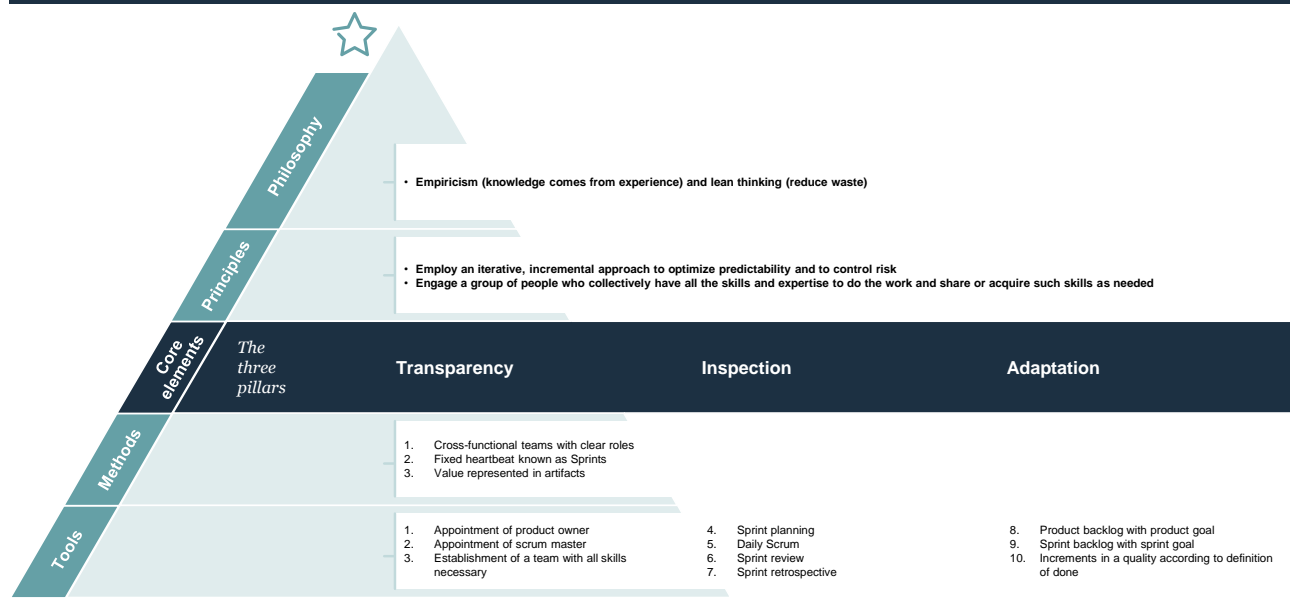


FIGURE 2: Scrum overview



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 <i>impact</i> in half the time.	Empiricism and lean thinking.
Focus:	Deep dive into <i>Impact, Flow and Leadership(narrow)</i> .	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.

Annex 3:

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
<p>Impact</p> <ol style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> • 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.
<p>Flow</p> <ol style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> • 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.
<p>Leadership</p> <ol style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> • 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 adaptations.

Half Double core elements and methods	The Scrum framework
<p>Local translation</p> <ol style="list-style-type: none"> 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 	<p>The Scrum framework is purposefully incomplete, only defining the parts required to implement Scrum theory.</p> <p>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.</p>

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

		Impact			Flow			Leadership			Local Translation			
HDM 1.0 – The Methods		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	
Cross section indicators:														
	High/main interaction													
	Medium interaction													
	Low/No Interaction													
Scrum 5.0														
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 retrospective									x				

Annex 4:

Suggested New Hybrid Approach – founded on the HDM and Scrum

Subject	Description
Target group:	Organisations who want to effectively use and tailor Scrum to handle <i>projects</i> – not only continuous improvement of software/platforms. Coexisting with Half Double, Scrum can be seen as more than an “execution engine” mainly targeted for software projects.
Main methodology:	The Half Double Methodology (HDM): The 9 Half Double methods representing the core elements Impact, Flow and Leadership
Roles	<i>Project Owner</i> and <i>Project Leader</i> ; the latter is also the leader of the Scrum-team (described as “developers” in Scrum).
Impact	The impact core element of HDM and the associated 3 methods, is chosen to drive the "Hybrid" to ensure a solid and strong focus on stakeholder satisfaction through impact creation.
Flow	Scrum is used to support and reinforce the flow core element of HDM and the associated 3 methods. HDM will ensure colocation of the team and a +50% allocation of the project key-resources. The 4 Scrum practices (sprint planning, daily scrum, sprint review and sprint retrospective) are chosen to help optimizing and consolidating continuous project progression.
Leadership	As the new hybrid is designed for leading and managing at <i>project level</i> including intensive interaction with stakeholders in the organisation (project context), we need a strong “dynamic duo” formed by the <i>project owner</i> and the collaborative <i>project leader</i> ; a duo founded on a strong relationship. The dynamic duo also serves as a guarantee for leadership at all levels (project, team and individuals) and are driven by a broad stakeholder satisfaction responsibility.
Half Double contributions: (summary)	<ul style="list-style-type: none"> ▪ Terminology: <i>Projects</i> and <i>impact</i> (as opposed to <i>product</i>) ▪ The 3 core elements: Impact, Flow and Leadership. ▪ The 9 Half Double methods: 3 methods for each core element. ▪ The 3 Half Double principles: <ul style="list-style-type: none"> ○ Impact: Stakeholder satisfaction is the ultimate success criteria. ○ Flow: High intensity and frequent interaction to ensure continuous project progression. ○ Leadership: Embrace uncertainty and make the project happen. ▪ Half Double roles: <i>Project Owner</i> and <i>Project Leader</i>. ▪ Dynamic teams as opposed to fixed teams,

Subject	Description
Scrum contributions: (summary)	<ul style="list-style-type: none"> ▪ Scrum philosophy: Lean thinking (reduce waste) ▪ Scrum principle: Engage a group of people who collectively have all the skills and expertise to do the work and share or acquire such skills. ▪ Scrum practices: Sprint planning, daily scrum, sprint review and sprint retrospective ▪ Scrum tools: Sprint and Product Backlog (and the backlog is related to Impact creation). ▪ Scrum roles: <ul style="list-style-type: none"> ○ "Product Owner" is substituted by the "Project Owner" (Half Double role) who formally owns the impact and helps ensure stakeholder satisfaction. ○ "Scrum Master" is substituted by the "Project Leader" (Half Double role).

Annex 5: *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)
Planned 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 conceptual structure (as of ideas)	Wikipedia (22 October 2021): https://en.wikipedia.org/wiki/Framework Merriam Webster: https://www.merriam-webster.com/dictionary/framework

Annex 6:

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.

The logo features a dark blue circle with a teal-colored arc on its left side. Inside the circle, the text "HALF DOUBLE" is written in a bold, white, sans-serif font, and "Institute" is written below it in a white, italicized serif font. The background of the entire page is white with several thin, light grey, overlapping circles of varying sizes.

**HALF
DOUBLE**
Institute