


Projects in half the time
with double the impact

HALF DOUBLE METHODODOLOGY FOUNDATION GUIDE



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1 Reading guide

This foundation guide has the purpose of giving the reader the needed knowledge and insight in the Half Double methodology to pass the foundation exam and start implementing principles, elements and methods in the organization.

This book is created to fit the structure of the methodology, delegating a chapter to each of the four elements:

- Impact
- Flow
- Leadership
- Local Translation

Each chapter starts by providing the reader with an overview of the element and principle behind it. Afterwards a deep dive is made into each of the methods, within the given core element.

Each deep dive will provide the following:

- Purpose and description of the method;
- Guidance for using the method;
- Presentation of the tool used for the method.

In the appendices the reader will find more detailed descriptions of the various tools including process guides.

It is important to note that the Half Double methodology is not a 'one size fits all' approach. This means that we focus on the core elements and underlying methods and use the tools as suggestions on how to implement the methods and principles.

We hope you will enjoy reading this Foundation guide and find it valuable.

Best regards,
The Half Double Institute

2 Introduction

2.1 Background for current project management

The past was built on efficiency, optimization, and perfection in operations.

For thousands of years, humans lived as hunter-gatherers, and the simple notion of agriculture did not dawn on anyone. It was a giant leap when we stopped living like nomads and started staying put. We went from shortsighted thinking and eating everything here and now to gathering reserves, sowing, and cultivating, and keeping and breeding animals. This 'stage change' multiplied our production by the hundreds. Today, a relatively small percentage of the world's population feeds the rest. Henry Ford's transformation of car manufacturing from workmanship to industry marked the beginning of the efficiency-driven era. Industrialization was founded on four simple principles: standardization, reproducibility, specialization, and the division of labor. Throughout the 60s, quick changeovers became increasingly important because multiple suppliers offered similar products. During this period, Toyota factories developed what is now known as lean.

Lean was based on five principles:

1. Identify the value;
2. Map the value stream;
3. Create flow;
4. Establish pull;
5. Seek perfection.

Once again, the principles were very simple, but throughout the 80s, they formed the basis for the superiority of the Japanese automakers, which outmatched their American colleagues. It took the US factories 240 days to produce one car, whereas it only took the Japanese 24 hours!

The Japanese production costs were half of those of the US, and the quality was better. Today, these principles of focusing on value adding time, cycle time, lead time, and waste reduction through continuous improvements are well-known best practices in all areas of production management. The Japanese mantras of small batch sizes and flow struck a responsive chord all over the world. The procedure is clear: sense the situation, categorize the problems, analyze possible improvements, and respond – which is referred to as the efficiency paradigm. This worked wonders in the past. But how is further optimization possible when product lifecycles have already been drastically reduced and the problems are not only complicated but have also become complex and chaotic?

2.2 The direction of future project management

Fast and value-driven project execution is the future.

Strategies that were once needed and that worked in the past won't accommodate the needs of tomorrow's fast-paced environment. We're headed for a world with no speed limits. A life where new products, technologies, and needs wash over us like a tsunami. To optimize our products and processes, all these changes can feel like a never-ending sea of interruptions. This is what is referred to as the innovation paradigm, where the preferred methods are act, probe, sense, and respond.

We're in a position where optimization and perfection are growing increasingly desperate as service life is continually declining. Creation is outpacing optimization. We need to understand that the efficiency paradigm is water under the bridge and that we now live in an innovation-driven reality where a transformation of organization, processes, and behavior produces greater benefits than perfection. It is essential that we learn to exploit the accelerating flow of opportunities rather than viewing them as interruptions. We cannot make the necessary adjustments solely with continuous perfection; we must master real transformations at a high pace.

These transformations include organization, products, processes, competences, and new behavior. In the US, Japan, and Canada, highly educated employees represent 42%, 45%, and 51% of the workforce, respectively. This suggests a shift from a workforce based primarily on blue-collar workers to a workforce comprising mainly white-collar workers. In other words, many of us today find ourselves working with more complex problems and developments than in the past. And this work is often carried out as one-off assignments: projects. But while the number of projects is drastically increasing, our efficiency within this work form has stagnated.

- In 1982, 33% of revenue and 22% of profits came from new products. Just ten years later, these figures had risen to 50% and 40%, respectively. The majority of hp's profits today come from products that did not exist a year ago. Cell phones generally have a commercial lifetime of just three months, and new software updates are released on nearly a monthly basis.
- Every year, USD 48 trillion is invested in projects. Only 1/3 of all projects are successful – a mind-boggling waste! Imagine if we could improve our project performance by just 10%. We could save hundreds of trillions of dollars in 20 years – exactly the amount Wharton school of management predicts it will cost to convert the whole global energy system into wind, solar, and water!
- Projects used to be temporary tasks, while operations were permanent. Now, changes are permanent, and operations are temporary tasks until the next change. And there are no indications that this trend will change anytime soon.

2.3 Agile methodologies have taken us some of the way

Agile project management has long been perceived as the solution to how to improve on the fact that only one third of projects are evaluated as successful. The number of different agile methods has exploded, all created with the aspiration of counteracting increasing uncertainty. Like lean's reduced cycle times in production, agile methods propose executing projects as a series of short sprints. In addition, the contract should be replaced by a backlog, which the product owner can prioritize. However, this has only improved the success rate to 42%. It is substantial progress, but it is not the entire solution.

Why?

1. Many agile methods are still based on the notion of the triple constraint – the iron triangle of time, cost, and scope, rather than impact. The triple constraint still holds within each sprint.
2. They did not consider the stakeholders' multiple points of view. While concord is required when product owners prioritize, we rarely see an emphasis on co-creation, and consciously establishing organizational concord as the primary focus and emphasis is based on the product owner's priorities alone.
3. They tend to decrease the emphasis on project leadership in favor of team autonomy.

2.3.1 There is still a huge potential to be realized

The conventional perception of project uncertainty and the importance of decisions has its foundation in the domains of engineering and construction. Contracts and predictability are based on the triple constraint and considered to be stable elements. The core idea is that it is possible to reduce internal project risk from project start to the final deliverables. All conventional project management literature aims at reducing this risk through defined methods and a consistent focus on risk management, defined processes, and front-loading of information. However, with the acknowledgment that the project's overall purpose is to achieve an impact comes the understanding that the risks are only reduced once that impact has been achieved. At the same time, new possibilities keep hitting the project, making knowledge obsolete and demanding the continuous reconsideration of decisions and the overall purpose.

2.4 Half Double - an agile hybrid model

It is necessary to create direction in this increased complexity. In many transformation projects, employees and outside parties constantly seek to influence management's perception of the project. This calls for leadership – project leadership. A person who maintains a continuous focus on making sense of the project in its current state and on its stakeholders. Someone who focuses on creating a shared vision that everyone should

aim for, and who is able to create a flow of impacts in close collaboration with the people who are to own and work with the solution and change going forward. In this setup, if you have a choice between a certified project leader with a complete understanding of all the tools and models and a person with highly developed relational competences and the right mindset, the latter should outweigh the prior. The mindset and focus needed entails that the project leader and his or her team:

- Ensure that projects are carried out in order to achieve an impact and that deliverables are simply a means for reaching this goal.
- Accept that in a turbulent world, we need to create a flow of impacts, so the transformation of products, services, and processes becomes as painless as the most streamlined production process.
- Understand that in a world with easy access to infinite knowledge and highly trained employees, it takes a new kind of leadership to create a common vision, backing, and stakeholder satisfaction.

As a methodology, Half Double attempts to work with instead of against this new understanding of our society and the projects we work with and in. It builds upon research and experience and helps us capture the untapped potential through concrete principles, methods and tools. To succeed with this endeavor, Half Double expands on both classical and agile project methods – and is thus an agile hybrid.

2.4.1 Half Double – perfect for transformation projects

The Half Double methodology is built upon what research and experience tells us is needed to capture the full potential in our projects. It can be used in all project types but has its strength in projects with relatively high uncertainty and many divisive interests. These terms are often applicable in transformation projects that include internal processes, organization, competence development, change of behavior, IT systems, new services, and new products. Such projects are not predefined, and their objectives are ambiguously defined. This type of project often has a holistic concept with the implementation of many qualitative measures. The work requires extensive stakeholder involvement and is carried out with many co-created solutions – a perfect fit for transformation projects.

2.5 The three core elements of Half Double

In order to achieve double the impact in half the time, you must work with three core elements. The focus is on the impact of the project. More accurately, a series of impacts. To achieve these impacts as quickly as possible, you must ensure a smooth flow in the project. This flow is created by the project manager's leadership in the project. The project's flow of impacts is realized in the organization by the project owner's leadership. Therefore, these three basic elements: Impact, Flow, and Leadership.