LEADERSHIP and THE MISSING LINK

Key takeaways from Project Half Double community meeting #4
Agenda

1. Breakfast and mingling for the early birds!
2. Welcome and today’s purpose
3. The methodology in 12 minutes
4. Follow-up on “Focus on Leadership”
5. Focusing on the missing link – taking the methodology to the next level
6. 11.30: Lunch & networking
We need an extreme focus on Impact, Flow and Leadership to succeed with Half Double
Each core element represents 3 principles we aim to integrate into each project

**Impact**
- The impact case drives the project – only measure on effect
- Reduce time to impact and increase commitment
- Key stakeholder satisfaction is the ultimate evaluation criterion – the pulse of the project

**Flow**
- Multi-skilled core team is co-located 60% of the week
- Visual leadership of plans and solutions
- Fixed project pace through compressed sprints

**Leadership**
- Active project owners who show up, disrupt thinking, own the impact and put trust before control
- Project leaders who create purpose, provide feedback, unleash energy and build trust
- People before systems and execution models
The Half Double methodology – a prototype
Practicing Project Leadership

If you participated on the previous Project Half Double morning meeting; “Focus on Leadership”:

1. What were your selected actions?

2. Based on your actions, what is your good advice for the Half Double Leadership methodology?

Document your advice on Green index cards

If you were unable to participate on the previous Project Half Double morning meeting; “Focus on Leadership”:

1. Where have you met a great project owner in your career?

2. What is your great advice to create more active project owners like that?

Document your advice on Yellow index cards
Practicing Project Leadership – Your good advice for the Half Double methodology and the core element: Leadership

- Set own agenda aside – tap into different perspectives
- Delegate management – focus on leadership
- Leadership = communication
- Engagement should be part of the Project Leader’s DNA
- Include a focus on responsibility - the project leader should be able to display true responsibility and integrity
- Create energy!
  - Repeat and re-negotiate: Why are we here? What is our mission?
  - Reflection: Find passion and purpose in specific, “slow” tasks
  - Structure and content in everyday practice make room for cool tasks
- Be aware of and act upon the overall organisation’s readiness for PHD
- Create a community for project owners / facilitate sessions for discussion
- Get outside perspectives into the project
- Be a great ambassador for the project
- Establish a group (w. board of directors) that disrupts the project
- Actively capture and apply new learnings throughout the project’s duration
- Ensure that all stakeholders can see how the project generates impact/value for their part of the organisation – “the project is the future”
- Focus on the facilitator role
Practicing Project Leadership – Your good advice on how to create more active project owners

- Provide early mandate – the project owner should be a leader of a leader
- Make room for uncertainty and unpredictable events through constructive dialogue
- Ensure availability, engagement and that decision power is delegated
- The project owner should view and train the project manager as if he or she was their employee
- Establish an active and benefit-oriented Steering Committee.
- Ensure that the project owner is clear on what is expected of the project leader
The real issue is local adaption
Making the right choice to create successful projects

**CONDITIONS TO CONSIDER**

1. National culture
   - Power distance
   - Autonomy

2. Industry
   - Competitive pace
   - External pressure

3. Organisational conditions
   - Project maturity
   - Capabilities/people
   - Organisational culture

4. Project characteristics
   - Novelty
   - Technology
   - Complexity
   - Pace
   - Leadership style tailored to governance

**WHAT MUST BE TRUE?**

- Managerial change willingness
- Openness to work differently
- Capability to actively translate methodology
- Strategic importance to drive behavioural change
- People before systems

**PREREQUISITES**

1. Executive management sponsor agree
2. Project owner engages with the project 3 hours biweekly
3. Project manager and the team is allocated 60% and colocated
4. Experienced and proven project manager is hand picked
5. PMO operates as an active co-player (20%)
6. Pick early stage project to influence impact solution design
7. Willingness to adjust governance model (gates and templates)

**METHODOLOGY AND OUTCOMES**

1. **NEW PRACTICE** - LEADING TO NEW RESULTS
   - Half the time with double impact
   - Impact case
   - Pulse check
   - Impact design
   - 60% allocation and colocation
   - Visual leadership
   - Fixed pace
   - Active project owner
   - Leading project manager
   - People before systems

2. **CURRENT PRACTICE** - LEADING TO CURRENT RESULTS
   - Classic methodology
   - Output
   - Impact

**MAKE A CHOICE!**

- MINDSET
- PREREQUISITES
- INITIATE DESIRED METHODOLOGY

**OVERALL IMPACT**

**WHAT MUST BE TRUE?**

MAKE A CHOICE!

**METHODOLOGY AND OUTCOMES**
Tailoring the approach to the project at hand

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Consequence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Novelty</td>
<td>User involvement</td>
</tr>
<tr>
<td>Technology</td>
<td># of iterations</td>
</tr>
<tr>
<td>Complexity</td>
<td>Involvement &amp; Degree of formal setup</td>
</tr>
<tr>
<td>Pace</td>
<td>Flow Colocation</td>
</tr>
</tbody>
</table>

How will the diamond shape affect your *Project Management style*?

How will the diamond shape affect our *tailoring to governance*?

Source: Aaron Shenhar
If we don’t **go all in** on Half Double we tend to **fall back** to our usual approach

<table>
<thead>
<tr>
<th>HALF DOUBLE APPROACH</th>
<th>...OR DID WE FALL BACK TO...</th>
<th>USUAL APPROACH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust and relationships as main driver</td>
<td><img src="#" alt="Score" /></td>
<td><img src="#" alt="Score" /></td>
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<tr>
<td>Adaptable to changes but focused on impact creation and stakeholder satisfaction</td>
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<td>High intensity in the project and weekly progression</td>
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<tr>
<td>Intense and common session with deep dive work to handle complexity</td>
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<td><img src="#" alt="Score" /></td>
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<tr>
<td>Active project owner who knows the project and push for results</td>
<td><img src="#" alt="Score" /></td>
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<tr>
<td>Project leader with followers who aim for impact creation</td>
<td><img src="#" alt="Score" /></td>
<td><img src="#" alt="Score" /></td>
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<tr>
<td>Flexibility in governance and execution model to empower people and impact in gate decisions</td>
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<tr>
<td>Reflection on own practise and upper management as key player in the change</td>
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</tr>
</tbody>
</table>
Reflect in groups

1. What do you believe is the key to successfully translate the methodology into practice in your organisation?

Document your “personal key” on the 2-pager

2. How can that “key” be generalized and applied in the Half Double methodology?

Document your advice on Blue index cards
Half Double adaptation – Your input on the key to effective & engaging local adaptation

• Take small steps and highlight impact and new learnings throughout the project’s duration
• Come up with a Half Double governance model
• Distribute 1-pager on guided reflective practice in order to drive change
• Be aware of and utilise the fact that the ability to drive change is part of the High Caliber project leader’s DNA
• Evaluate and look back on the project throughout the project’s duration
• Describe and suggest “Hooks” for common management principles /paradigms
• Define standard KPI’s for change willingness, behavioural change, people before systems, faults encountered, trust
• Build and reflect upon current point in time: What attitudes, stories and perspectives is the organisation coloured by? What landscape are we about to change?
• Point out and allocate a ‘process responsible’ full time to assist the project leader
• Create shared meaning through active application of visuals and illustrations
• Be aware of your target group – or the risk of alienating a large group of projects as a function of the pre-qualification assessment (“Making the right choice”) 
• Integrate sensemaking aspect into the “Local translation” part of the methodology
• Reflect upon how to make ideas travel and how to integrate new knowledge into the methodology
• Consider if “Game Changer” could be included in the methodology
• Consider if it should be “Change” people before systems instead of just People before Systems
• Integrate the decision-element into the methodology, how can one ease and support the flow of decisions in projects?
• Half Double is a change project – analyse and reflect upon if the organisation is ready for another one; is there any part of the organisation that might be more easy to change than others?
23. June 2016

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Impact from seven pilot projects.

The methodology.

Join us for the Half Double conference.
Register for the event here:
THANK YOU FOR AN ENGAGING, THOUGHT-PROVOKING AND INSPIRING FRIDAY MORNING!
Projects in half the time with double impact

Together we will develop a new project paradigm to increase the competitiveness of the Danish industry.

+ 400 practitioners