

منتدى دبي العالمي
لإدارة المشاريع

DUBAI INTERNATIONAL
PROJECT MANAGEMENT FORUM

6th EDITION الدورة السادسة

7 - 10 ديسمبر 2019 • مدينة جميرا • دبي

7 - 10 December 2019 • MADINAT JUMEIRAH • DUBAI



PARALLEL 8: HBMAIPM

Project Half Double

Leading projects to impact in half the time with
double the impact

Christina Sejr Pedersen
VP of Projects
Triple Ring Technologies

www.dipmf.ae

CULTURAL DIVERSITY



Triple Ring Technologies

- Established in 2005
- 90,000 Square Foot Facility in the heart of Silicon Valley
- Headquarters in Newark, CA and Boston, MA
- Contract Research and Development focus
- Concept to Commercial approach
- 150+ Engineers (Hardware, Software, Mechanical)
- 40+ PhD's in house
- Complete ID Team

PROJECT
HALF
DOUBLE

December 2019



The Half Double methodology

Leading projects to impact in **half the time** with **double the impact**

Agenda



- 1 Project Half Double – the overall story
- 2 The Half Double methodology
- 3 Pilot project results and Q&A

PROJECT
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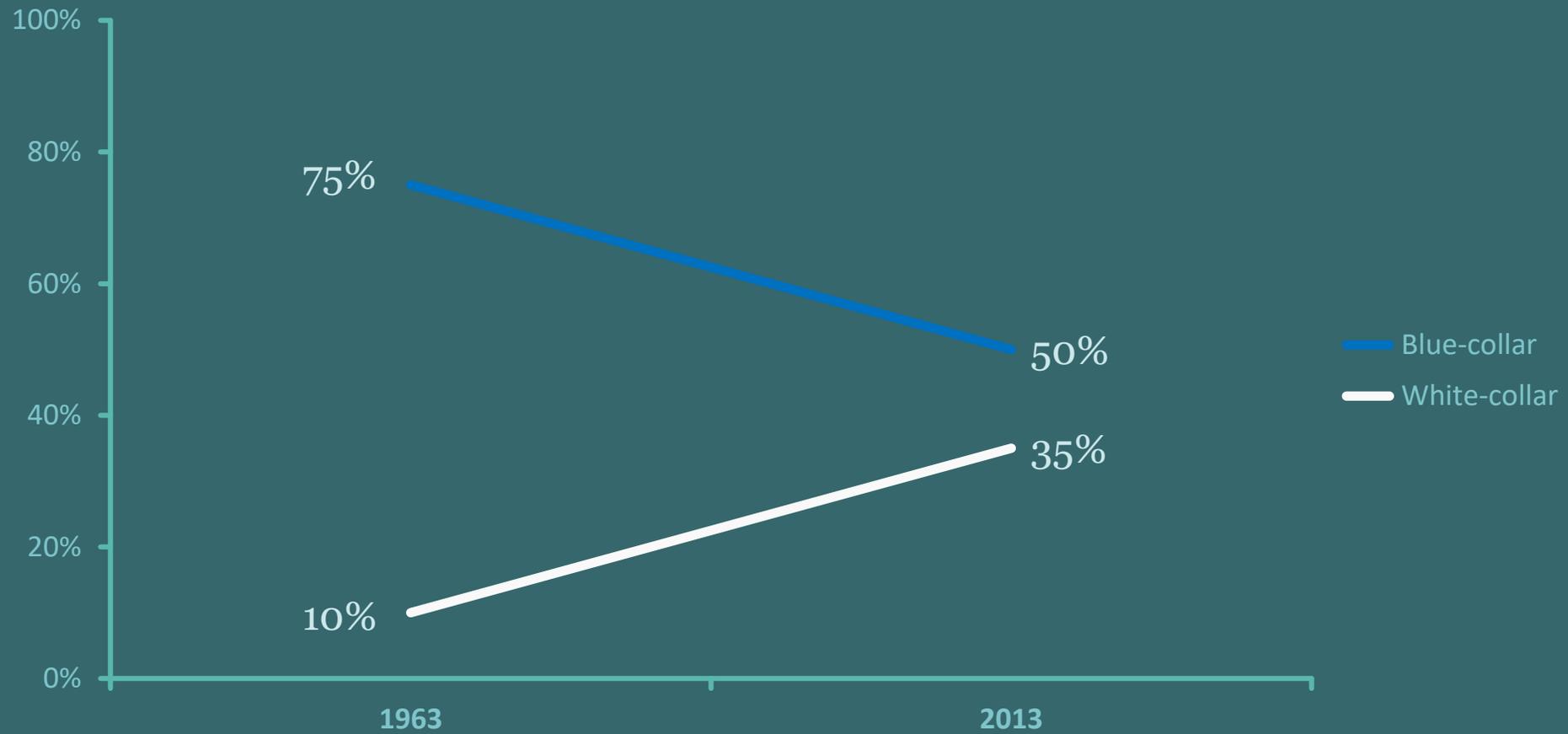
30%

OF ALL PROJECTS TODAY ARE
CHARACTERISED AS SUCCESSFUL

Standish Group, 1994-2015



The changing workforce



PROJECT
HALF
DOUBLE



34,7%

OF GERMAN GDP ARE PROJECTS

Schooper , 2013

Since 1983 (33 years)



1,279 articles on project management published

74 articles rethinking project management

7 articles on how to **DO IT**



PROJECT
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To put it simple, we will deliver



Projects in **half** the time
with **double** the impact

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

Methodology

3

core elements

Projects

16

experiments

INDUSTRIENS
FOND FREMMER DANSK
KONKURRENCEVNE
The Danish Industry Foundation

13,8
mDKK

Research

3

universities

People

2000+

practitioners



**PROJECT
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DOUBLE**



The Half Double Methodology

Ready to go live version

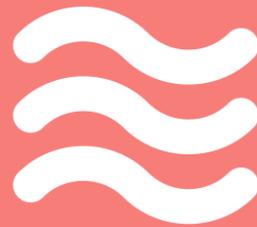
It is all about placing an extreme focus on three core elements

*Reduce focus on deliverables and
enhance focus on effect*

Impact



*Reduce focus on
optimization of resources
and enhance focus on
the project's progression*



Flow

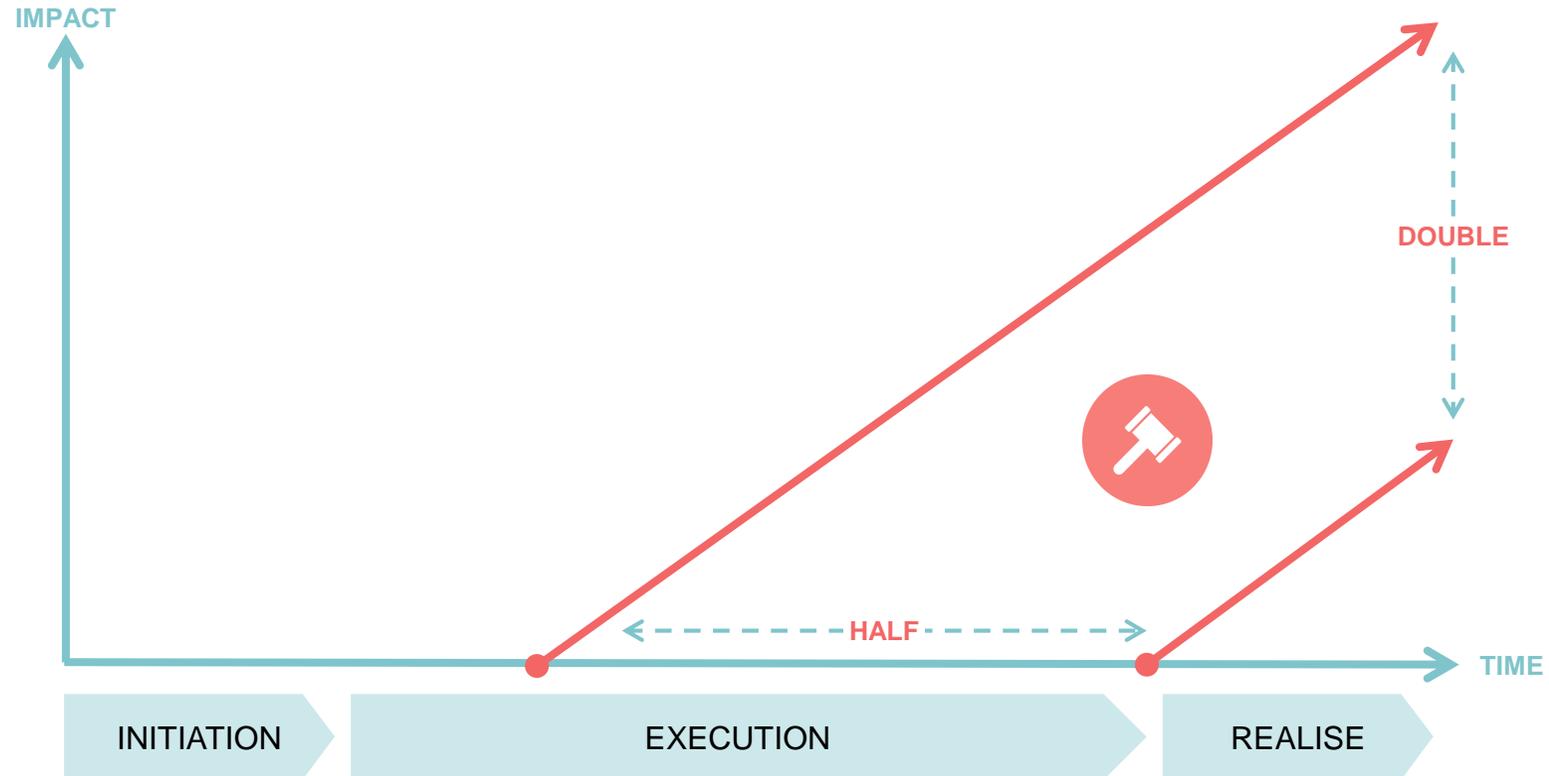


Leadership

*Reduce formalism and
enhance focus on active
involvement of the project
owner & reduce focus on
management of systems
and enhance focus on
leadership of people*

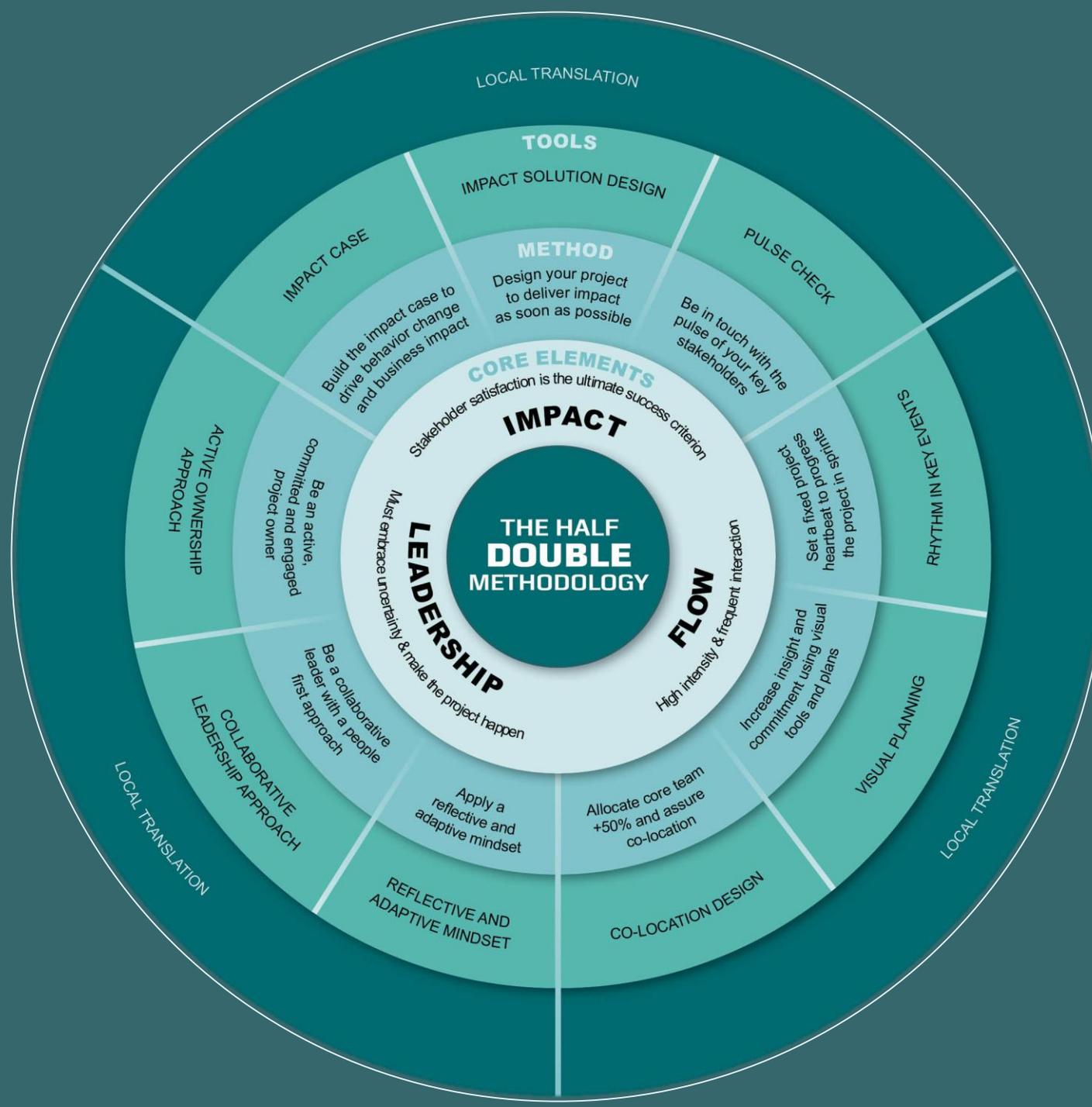


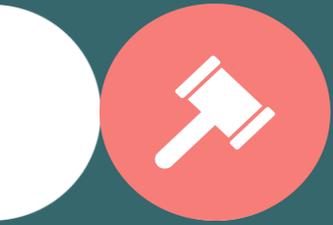
HALF the time to impact creation will DOUBLE the impact



MIND SET

Half Double projects are characterized by creating impact while they are being executed. We put a huge effort into reducing the time to impact by releasing valuable bits of the project solution as early as possible. Each bit will trigger impact. Hence ***Double the impact in half the time!***





Creating impact in your project requires commitment to three methods

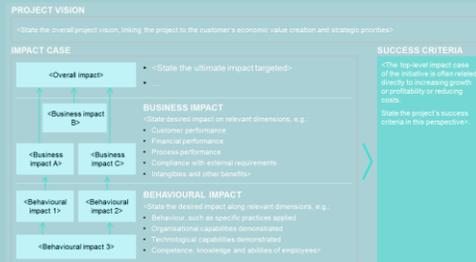
METHOD

TOOLS

1

Use the impact case to drive behavioural change and business impact

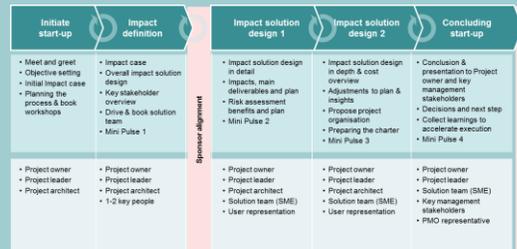
Impact case & Impact tracking



2

Design your project to deliver impact as soon as possible with end users close to the solution

Impact Solution Design



3

Be in touch with the pulse of your key stakeholders on a monthly basis

Pulse check



Principle: Stakeholder satisfaction is the ultimate success criteria

HOW TO BUILD A MINIMUM VIABLE PRODUCT

NOT LIKE THIS



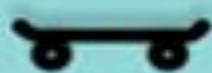
1

2

3

4

LIKE THIS



1

2

3

4

5



Impact:

of delayed transfer luggage reduced by 20% - approx. 1,2 mEUR saved annually

Impact:

Reduction of process time and process failures

Impact target:

The goal was to improve baggage quality (12/1000 to 8/1000)

Project type:

LEAN Project – Optimizing Processes

In 3 month we focused on 3 impact creating hypothesis out of 10



HYPOTHESIS

1

- Clear criteria for planner for priority of planes for unloading will optimise the process.

2

- Optimisation of communication at critical moments will increase flow.

3

- Reduced time for onloading will optimize the process

SOLUTION

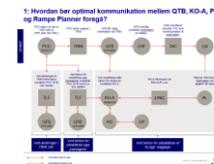
- Simple criteria for planners developed by planners and transporters

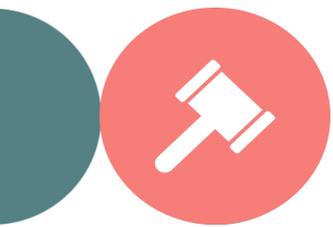
- Report if you are 10 minutes from deadline (TAC 10)
- Reduced communication lines

- More lean unloading process.
- Reorganise assignments

ILLUSTRATION

Planneres vejledende prioriteringskriterier





Impact solution design is a frontloading activity



IDEA

PREPARATION

START UP

EXECUTE

CLOSE

OPERATION & BENEFIT

NORMAL INITIATION

Quick start
Focus on deliverables

NEW APPROACH

Gain insight
Impact first

Output of the start-up:

- Clear goals
- Business and behavioural benefits
- Impact solution design
- Key stakeholders committed



Creating flow in your project requires commitment to three methods

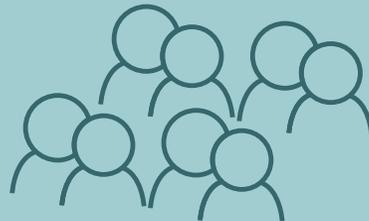
METHOD

TOOLS

1

Allocate core team +50% and assure colocation. Reduce complexity in time and space to free up time to solve complex problems

Colocation design to support intensity



+50%

2

Define a fixed project heartbeat for stakeholder interaction to progress the project in sprints

Rhythm in key events

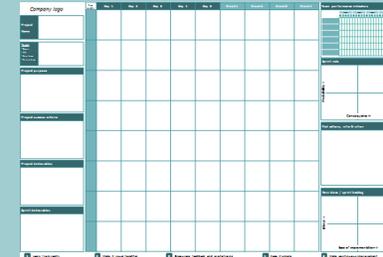
← Sprint – 1 month →

Key events	Week 1	Week 2	Week 3	Week 4	Week 5
1 Sprint planning	x				x
2 Visual status	x	x	x	x	x
3 Weekly solution feedback		x	x	x	
4 Plan next week		x	x	x	
5 Review sprint solution					x

3

Increase insight and commitment using visual tools and plans to support progression

Visual planning and project visuals



Principle: High intensity and frequent interaction to ensure continuous project progression



Colocation in reality





Creating leadership in your project requires commitment to three methods

METHOD

TOOLS

1

Be an **active, committed and engaged project owner** to support the project and ensure stakeholder satisfaction.

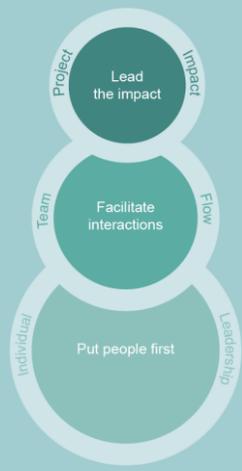
Active ownership approach



2

Be a **collaborative project leader** with a “people first” approach to drive the project forward.

Collaborative leadership approach



3

Apply a **reflective and adaptive mindset** – say yes to the mess.

Reflective and adaptive mindset



Principle: Leadership must embrace uncertainty and make the project happen.

ACTIVE PROJECT OWNERSHIP

Sebastian Søderberg

*Vice President, Head of New Business Development,
Incubation & Acquisitions at Novozymes*



It's important to stress that the ultimate responsibility for the project is mine as the owner, and that everyone knows it. I always make sure to emphasize that if we fail or if we encounter challenges, people can feel free to point the finger at me.

Usually, I would receive very long project updates and reports.

In the Half Double project, I engage with the project so frequently that it is always top-of-mind.

I know what is truly important at a high level and I don't feel the need for such massive reporting



course

COLLABORATIVE PROJECT LEADERSHIP

Mikael Bonde

Strategy & Change Consultant at The VELUX Group



I make an effort to gather the team as often as possible, often in new environments that take us out of our default way of thinking

Case



REFLECTIVE AND ADAPTIVE MINDSET

Christina Sejr Pedersen

Group PMO Director at Lantmännen Unibake International



Everyone acts in accordance with what they find meaningful. What they believe to be right. If anyone is acting against your agenda, it is your job to understand their underlying motivational drivers

To be a strong, active project owner or a collaborative leader, you need to be just as aware of the situation at hand

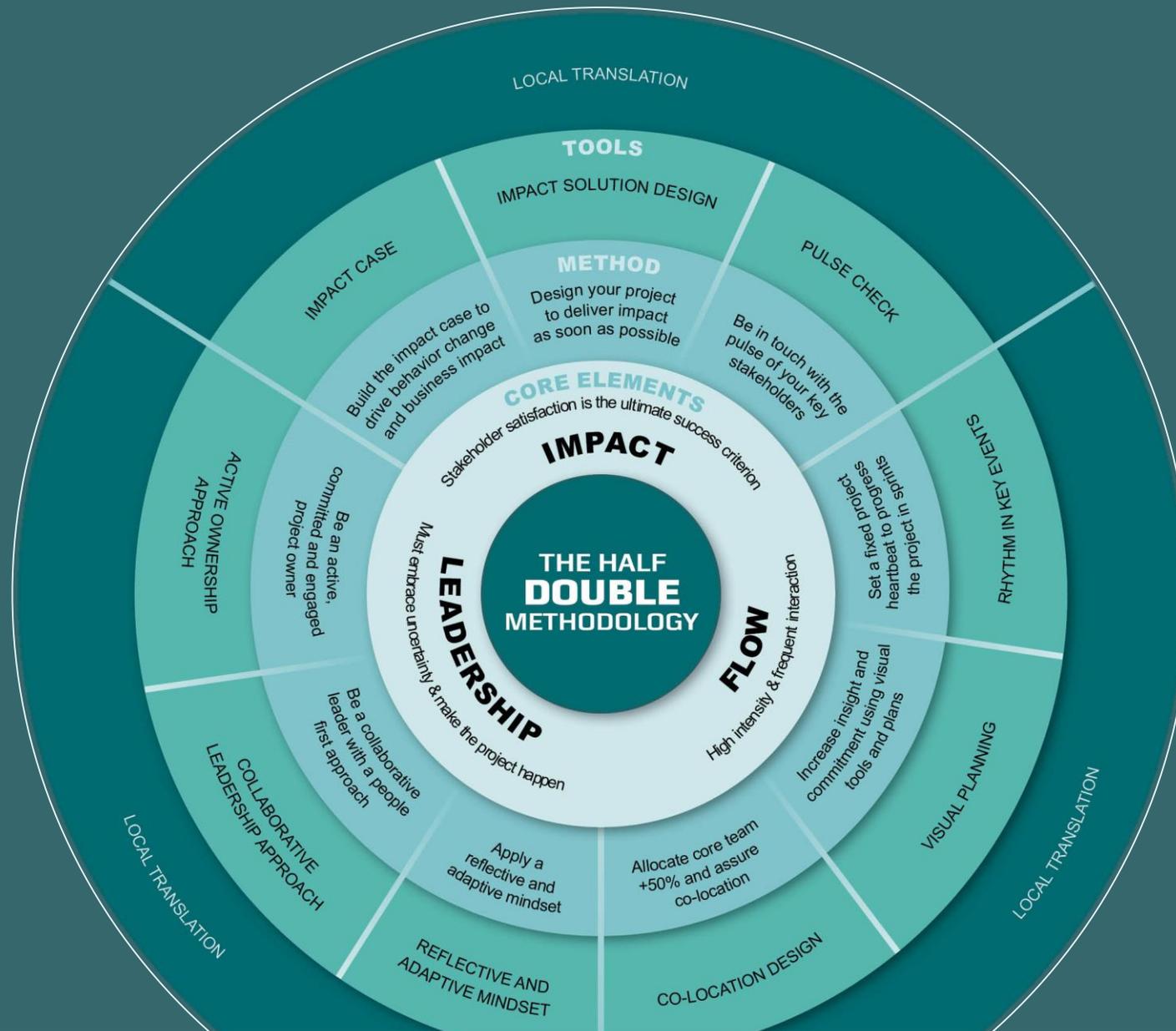
But when you say yes to the mess and subscribe to leading projects in a different way, you're on your own. There is no "one best practice".

Case

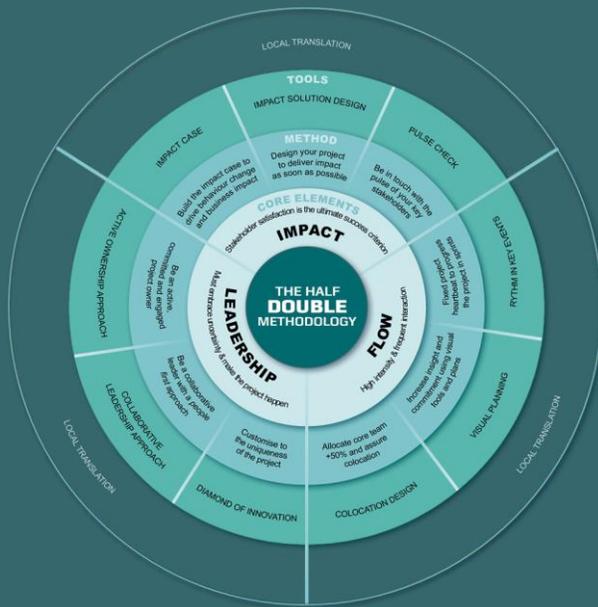




The real issue is local translation



Local translation of Half Double is the key



The Half Double Methodology focus on 9 methods to reduce the time to impact in projects



Principle: Key stakeholder satisfaction is the ultimate success criteria



Principle: High intensity and frequent interaction



Principle: Leadership must embrace uncertainty and make the project happen.



METHOD	1	Use the impact case to drive behavioral change and business impact	2	Design your project to deliver impact as soon as possible with end users close to the solution	3	Be in touch with the Pulse of your key stakeholders on a monthly basis
	TOOLS	Impact case & Impact tracking 	Impact Solution Design 	Pulse check 		
	METHOD	4	Allocate core team +50% and assure co-location. Reduce complexity in time and space to free up time to solve complex problems	5	Define a fixed project heartbeat for stakeholder interaction to progress the project in sprints	6
TOOLS	Co-location design to support intensity 	Rhythm in key events 	Visual planning and project visuals 			
METHOD	7	Be an active, committed and engaged project owner to support the project and ensure stakeholder satisfaction.	8	Be a collaborative project leader with a "people first" approach to drive the project forward.	9	Apply a reflective and adaptive mindset – say yes to the mess.
TOOLS	Active ownership behavior 	Collaborative leadership behavior 	Reflective and adaptive behavior 			

**PROJECT
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DOUBLE**



Pilot project results

The Half Double Methodology has been evaluated and it works in 9 out of 13 organizations (70% success rate)



PILOT ORGANIZATION	PROJECT TYPE	SUCCESS CRITERIA FULFILLMENT	HALF DOUBLE IMPACT
	Product Development	Some fulfilled Medium impact	Few fulfilled Low impact
	Product Development	Few fulfilled Low impact	Few fulfilled Low impact
	Market and Product Development	Most fulfilled High impact	Most fulfilled High impact
	Supply Chain	Most fulfilled High impact	Most fulfilled High impact
	Information Technology	Most fulfilled High impact	Most fulfilled High impact
	E-commerce Project	Some fulfilled Medium impact	Most fulfilled High impact
	Organizational Change	Most fulfilled High impact	Most fulfilled High impact
	Product development	Few fulfilled Low impact	NA
	Supply chain	Most fulfilled High impact	Few fulfilled Low impact
	Warehouse	Most fulfilled High impact	Some fulfilled Medium impact
	Industrial robots	Some fulfilled Medium impact	Most fulfilled High impact
	Production	Some fulfilled Medium impact	Few fulfilled Low impact
	Supply chain	Most fulfilled High impact	Most fulfilled High impact
	Production	NA	Some fulfilled Medium impact
	Production transfer	Most fulfilled High impact	NA
	Production planning	Most fulfilled High impact	NA

Most fulfilled | High impact
 Few fulfilled | Low impact
 Some fulfilled | Medium impact
 NA Not applicable | Not applicable



Impact stories from the pilot projects

Time to launch was reduced by **50 %** compared to reference projects



Pre-product maturity improved with **24 %**



Potential cost of **+ 150.000 USD** due to early insight and collaboration



Time to impact reduced **47%** – Go Live from February 2017 to June 2016.



15% of actual sales potential realized in project execution



Lead time from “prototype ready” to “series production ready” retained (usually delayed)



Average Pulse Check score of **4,4** (core team), **5,5** (review group) and 4,4 (Steering group) on a 1-5 scale



Quality in channel data increased from **50% to 99%**



¹² Quality in channel data improved from **50 % to 98,2 %**



Price and inventory accuracy increased from **75% to 99%**



Solution implemented in two pilot projects **25 days before** the final solution was developed



#of delayed baggage reduced by **+ 20 %** approx. **9 mio DKK** saved annualized



Time to impact reduced by **66%** (pilot markets)



Time to impact reduced by **58 %** - From 12 to 5 months



Average Pulse Check score of **4,25** on a scale from 1 to 5

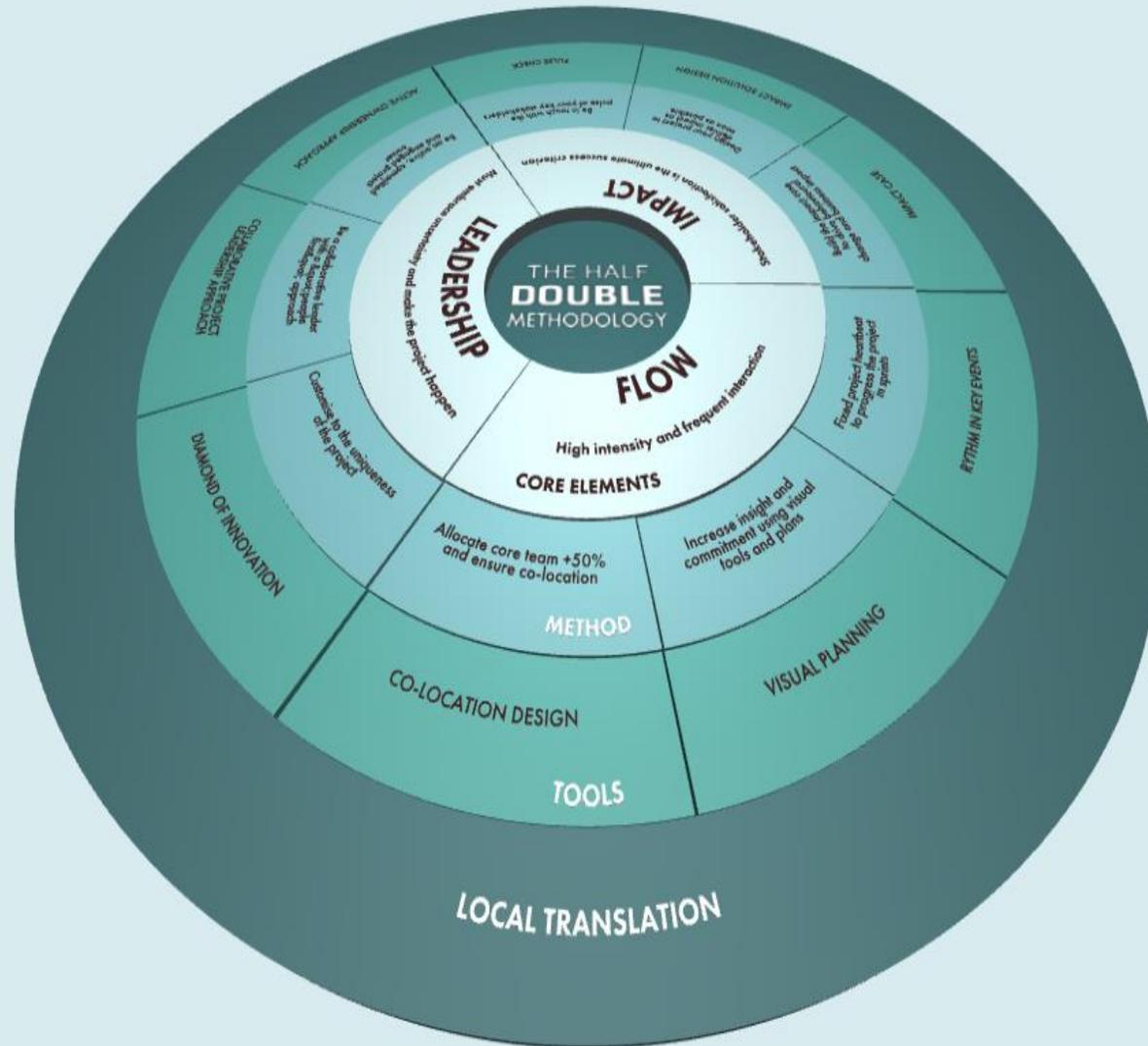


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Dubai December 10, 2019



Get involved



THANK YOU FOR LISTENING



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