


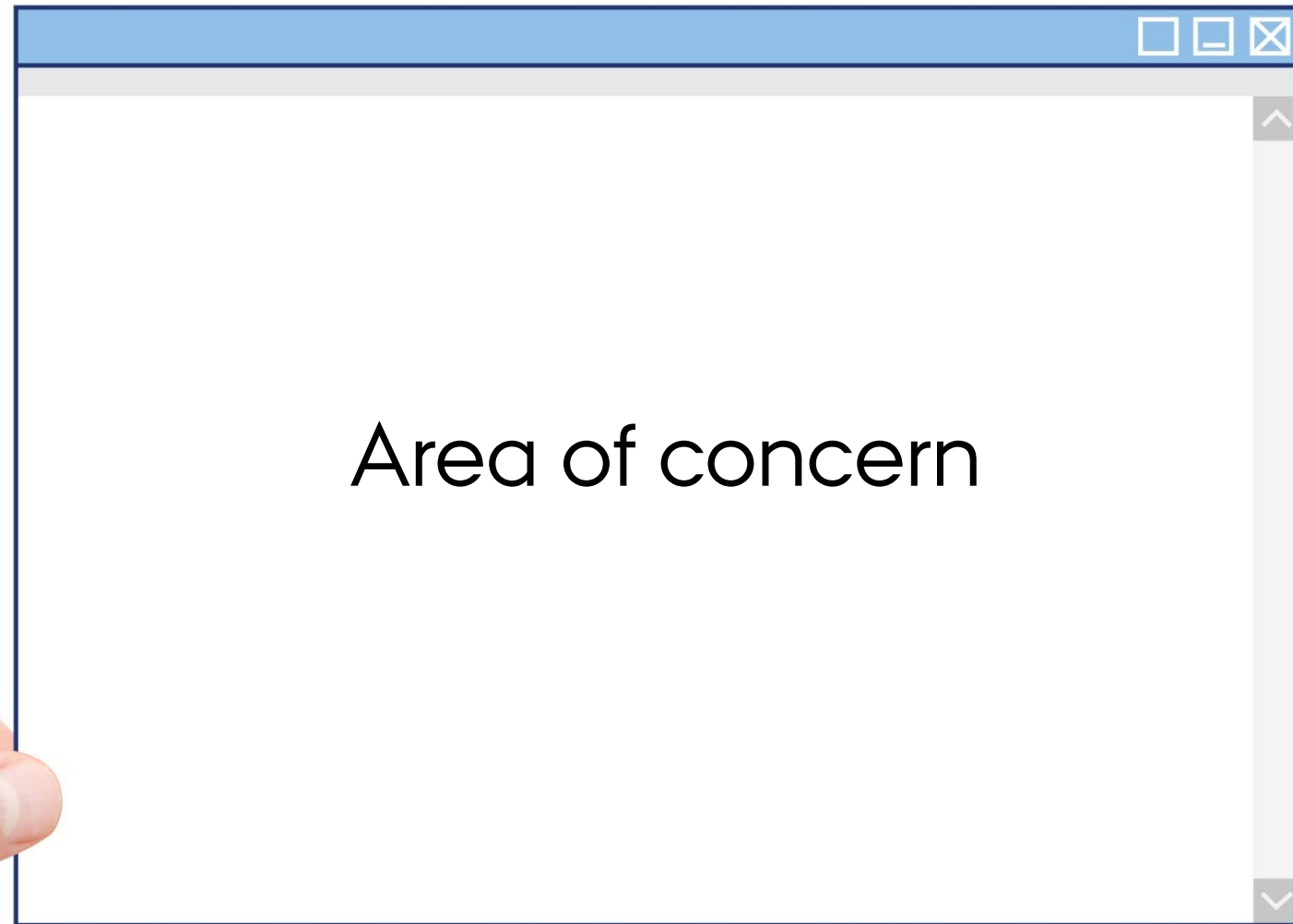
# HOW SUCCESSFUL ARE PRINCIPLE-BASED PROJECT MANAGEMENT METHODOLOGIES?

A 3D-rendered flipchart on a stand. The flipchart has a white screen with a question written on it. The stand has three legs. The background is white.

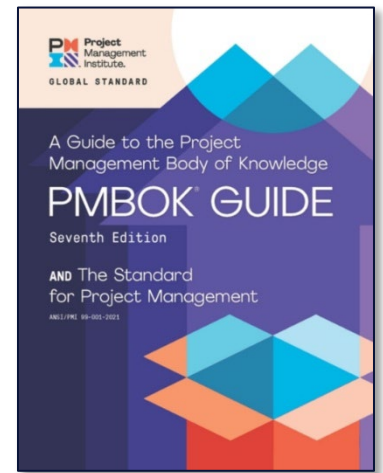
How successful are  
principle-based project  
management  
methodologies?

# THE AUTHORS

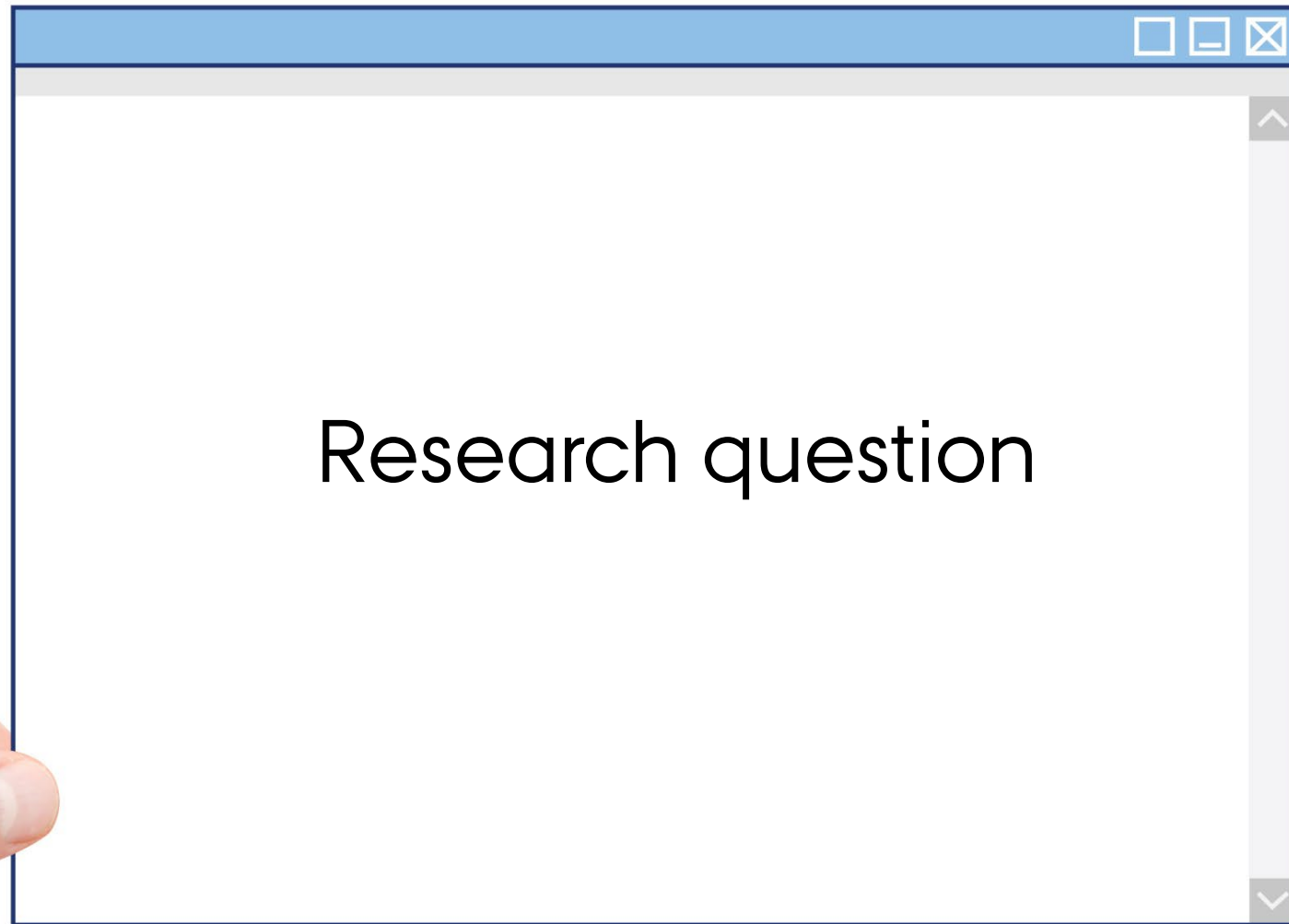
- Per Svejvig, Aarhus University, BSS, Denmark
- Alexander Kock Technische Universität  
Darmstadt, Germany
- Lars K. Hansen Aarhus University, BSS, Denmark  
[presenter]



# PRINCIPLES-BASED PROJECT MANAGEMENT



- The last few years have seen an upsurge in principles-based project management methodologies (PMMs), for instance,
  - The seventh edition of the Project Management Body of Knowledge (PMBOK), published in 2021, marks a shift from a process-based standard to one based on principles
  - Project Management Journal (PMJ) publish a special issue about principles-based project management (Sankaran et al, 2021, Shepherd et al. 2023, Blampied et al. 2023)



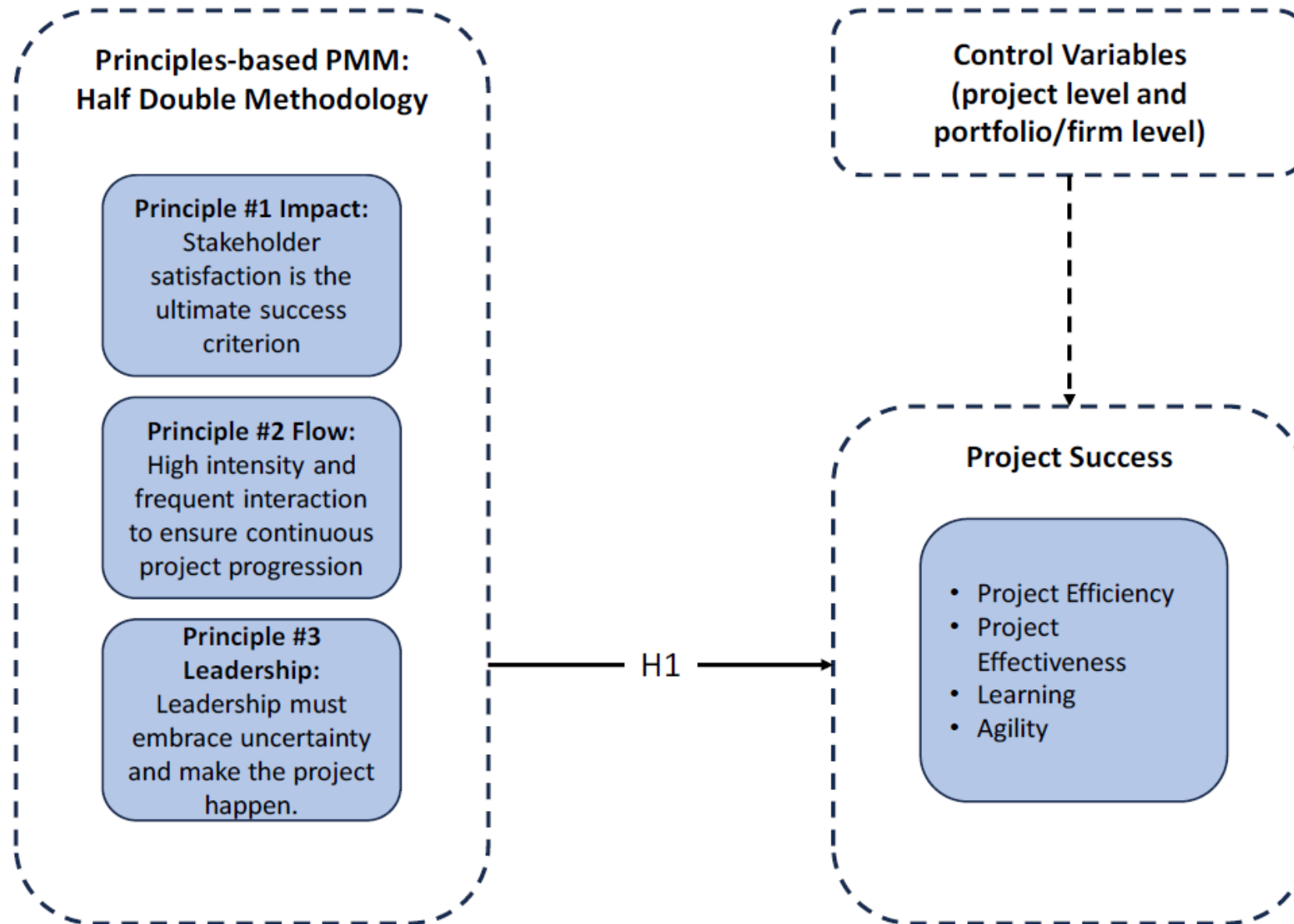
# RESEARCH QUESTION (RQ)

- We ask: *“How successful are principles-based project management methodologies?”*
- Project success continues to be high on the research agenda but the concept’s relationship with PMMs remains relatively unexplored





# CONCEPTUAL MODEL OF THIS STUDY



# THE HALF DOUBLE METHODOLOGY

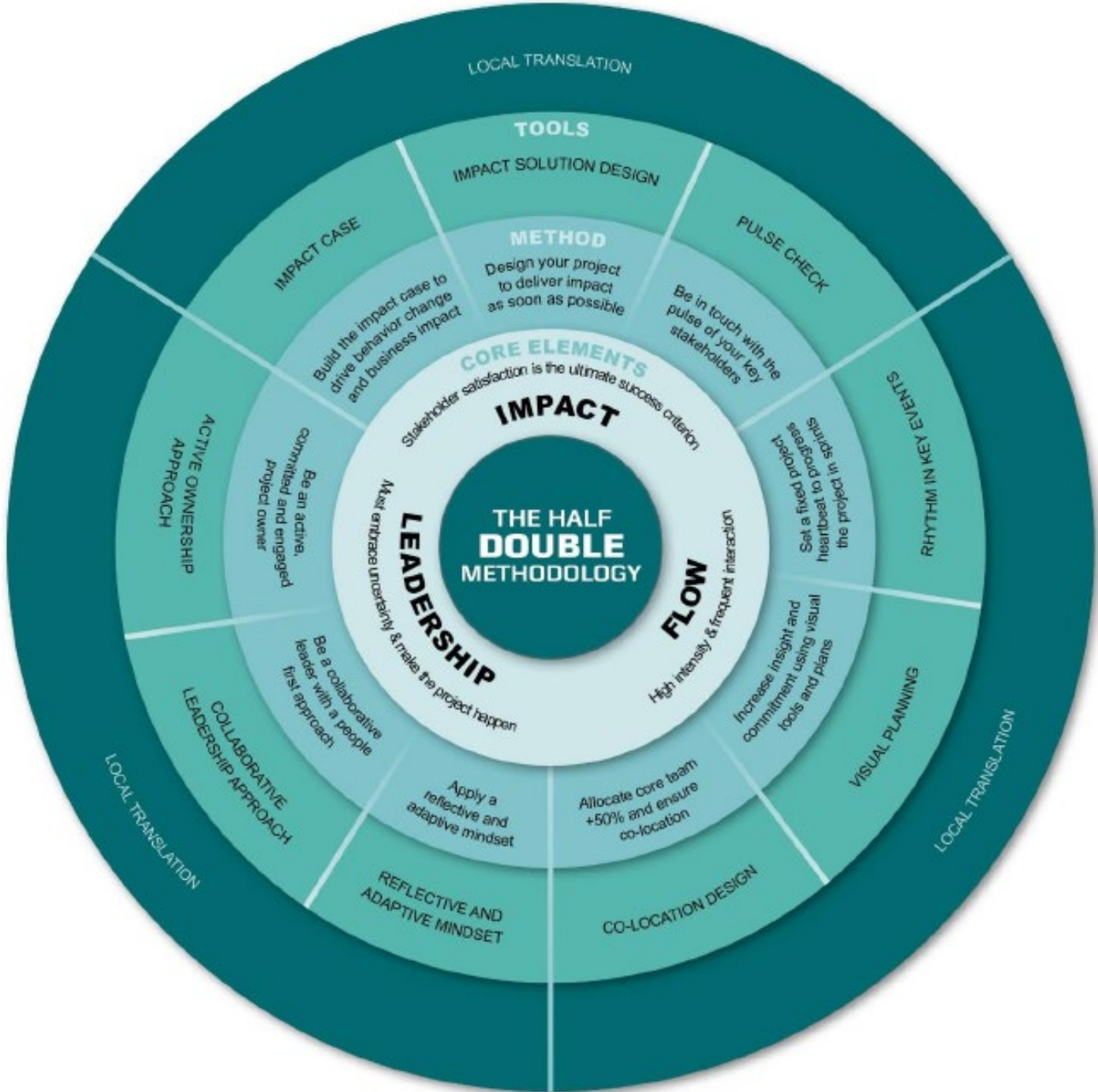


Figure 2: The Half Double Methodology

# CONCEPTUAL MODEL OF THIS STUDY

- Independent variable: We operationalized the three Half Double Methodology (HDM) principles of Impact, Flow, and Leadership using nine underlying methods (three per principle) (Olsson et al. 2018: 68).
- Dependent variable. We measured project success as a second-order construct comprising four dimensions: efficiency (four items); effectiveness (four items); learning (three items); 12 and agility (three items).
- Control variables project level (size, duration, etc.) and the portfolio/firm level (firm size, market turbulence, etc.)

# SURVEY SAMPLE

This study uses:

- A cross-industry, multi-informant, multilevel survey sample of 351 participants nested in 92 project portfolios of medium to large-sized firms

| Business Unit Revenue          |     | Employees      |     | Portfolio Budget |     |
|--------------------------------|-----|----------------|-----|------------------|-----|
| <100 M EUR                     | 17% | <500           | 21% | <10 mio EUR      | 18% |
| 100–500 M EUR                  | 28% | 500–2000       | 32% | 10–30 mio EUR    | 21% |
| 501–2000 M EUR                 | 22% | >2000          | 47% | 30–100 mio EUR   | 29% |
| >2000 M EUR                    | 33% |                |     | >100 mio EUR     | 32% |
| Project level (N=351 projects) |     |                |     |                  |     |
| Project Duration               |     | Project Budget |     | Project Type     |     |
| 1–12 months                    | 30% | < 1 M€         | 26% | IT               | 56% |
| 13–24 months                   | 30% | 1–5 M€         | 28% | NPD              | 31% |
| 25–36 months                   | 18% | 5–100 M€       | 21% | Neither IT/NPD   | 19% |
| >36 months                     | 22% | >100 M€        | 25% |                  |     |

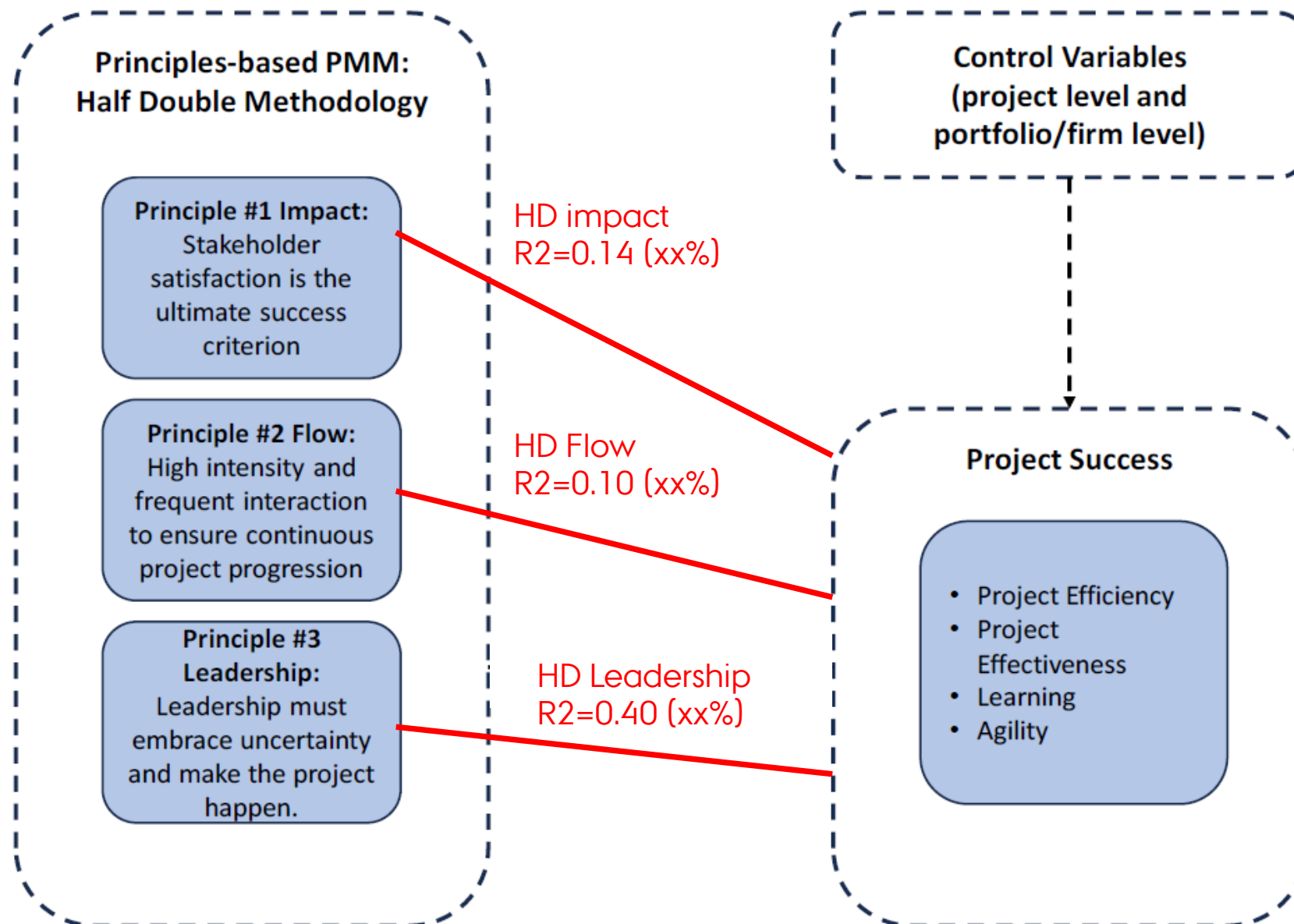
Figure: Sample characteristics

A hand is shown on the left side, holding the bottom-left corner of a rectangular window frame. The window has a blue title bar at the top with three icons: a square, a minus sign, and a close symbol. The main content area of the window is white and contains the text "Results and implications" centered. A vertical scrollbar is visible on the right side of the window, with an upward arrow at the top and a downward arrow at the bottom.

Results  
and  
implications

# RESULTS

Overall R2=0.63



# RESULTS

Our data show that:

- ❖ The three principles (impact, flow, leadership) in the Half Double Methodology (HDM) all relate positively to project success
- ❖ There was no moderating effect from project-level factors except project budget, where the relationship became stronger for larger projects and slightly weaker for smaller projects

# IMPLICATIONS FOR PROJECT MANAGEMENT

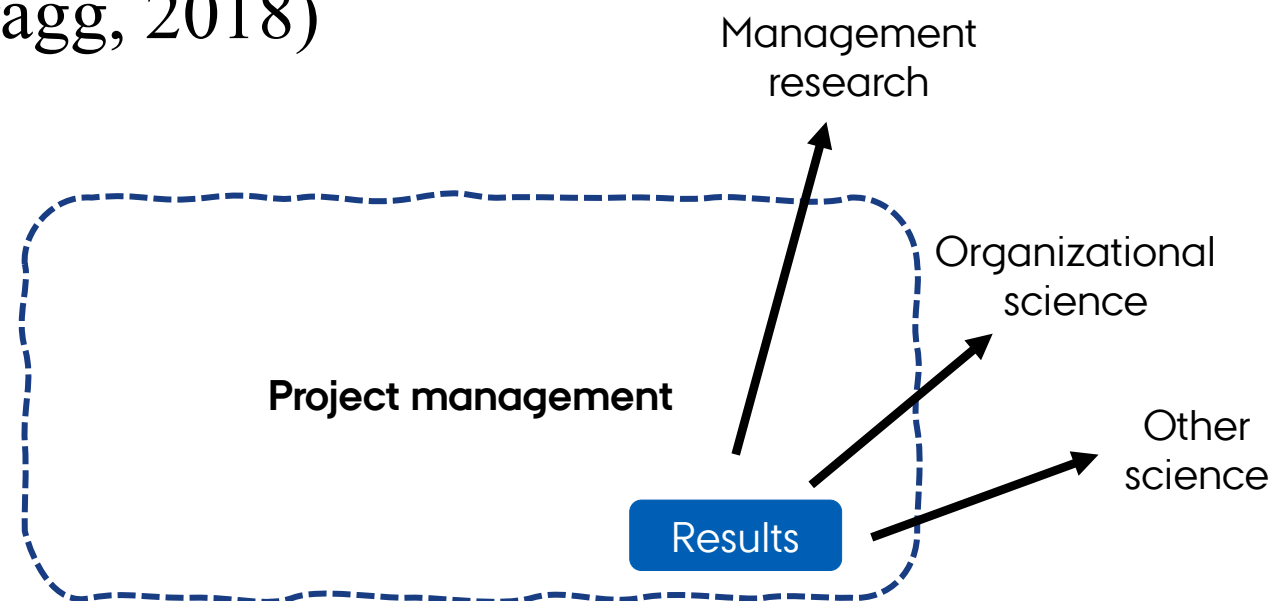
- As this study focuses on principles from a specific Project management methodology (HDM), then it is not possible to generalize its results directly to other methodologies
- However, these three principles (Impact, leadership, flow) predict a lot of the variation in project success 63%
- Thus, this study serves as a first step to enhancing our knowledge about principles-based PMMs and project success





# BROADER IMPLICATIONS

- Our results on principles may be expanded to other areas of management (Blampied et al., 2023; Hansen and Svejvig 2023)
- Principles are relevant for companies to complement mission, vision, and values (Fuchs et al. 2023)
- Using principles seems like a fruitful path for the future as they do not dictate what to do in specific situations. Instead, they more broadly tell us how to think in different situations and thus enable us to act in unknown circumstances (Bragg, 2018)





**THE END**

# DEFINING PRINCIPLES

**“ ...a fundamental truth or proposition that serves as the foundation for a system of belief or behavior or a chain of reasoning.”**

**(Sankaran et al, 2021)**



The authors

# EXAMPLE OF A PROJECT MANAGEMENT PRINCIPLE

*“create a collaborative project team environment”  
(Project Management Institute 2021: 28).*



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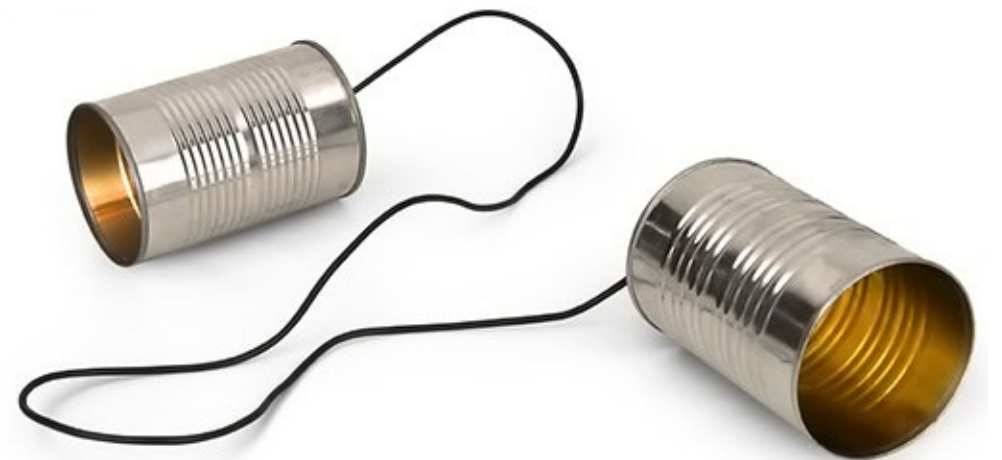
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# CONTACT INFORMATION

<https://dk.linkedin.com/in/larskristianhansenppm>

LKH@mgmt.au.dk





**DEPARTMENT OF MANAGEMENT**  
AARHUS UNIVERSITY