Unlocking the Full Potential of Your Transformation

Implement Transformation Programme Management

for high impact

Steering the transformation

Directing the execution

Drive progress

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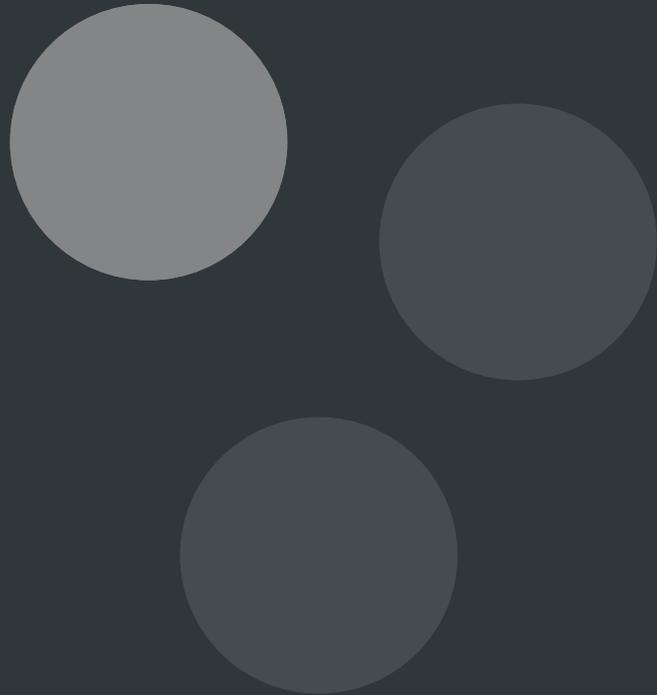- caha@implement.dk
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The challenges of managing large-scale transformation

A *transformation* is a fundamental shift in the way that an organisation conducts business

Are you unlocking the *full potential* of your transformation programme? We know most do not.

22%

At any given time, 1 in 3 large organisations have a transformation programme underway…

… But only 22% of those transformations are successful both financially and in reputation[1]

"

Transformation programmes don't just *go* wrong.

They *start* wrong!

In our experience, without a structured management approach, transformations risk falling into these *10 common pitfalls*

Unclear vision, scope, and benefits

Organisation is not set-up for effective collaboration

Key capabilities are not in place

Ineffective governance with unclear roles and responsibilities

PMO lacks clear mandate, structure, and impact

Low transparency in reporting and resource overview

Inconsistent project controls, flow, and ways of working
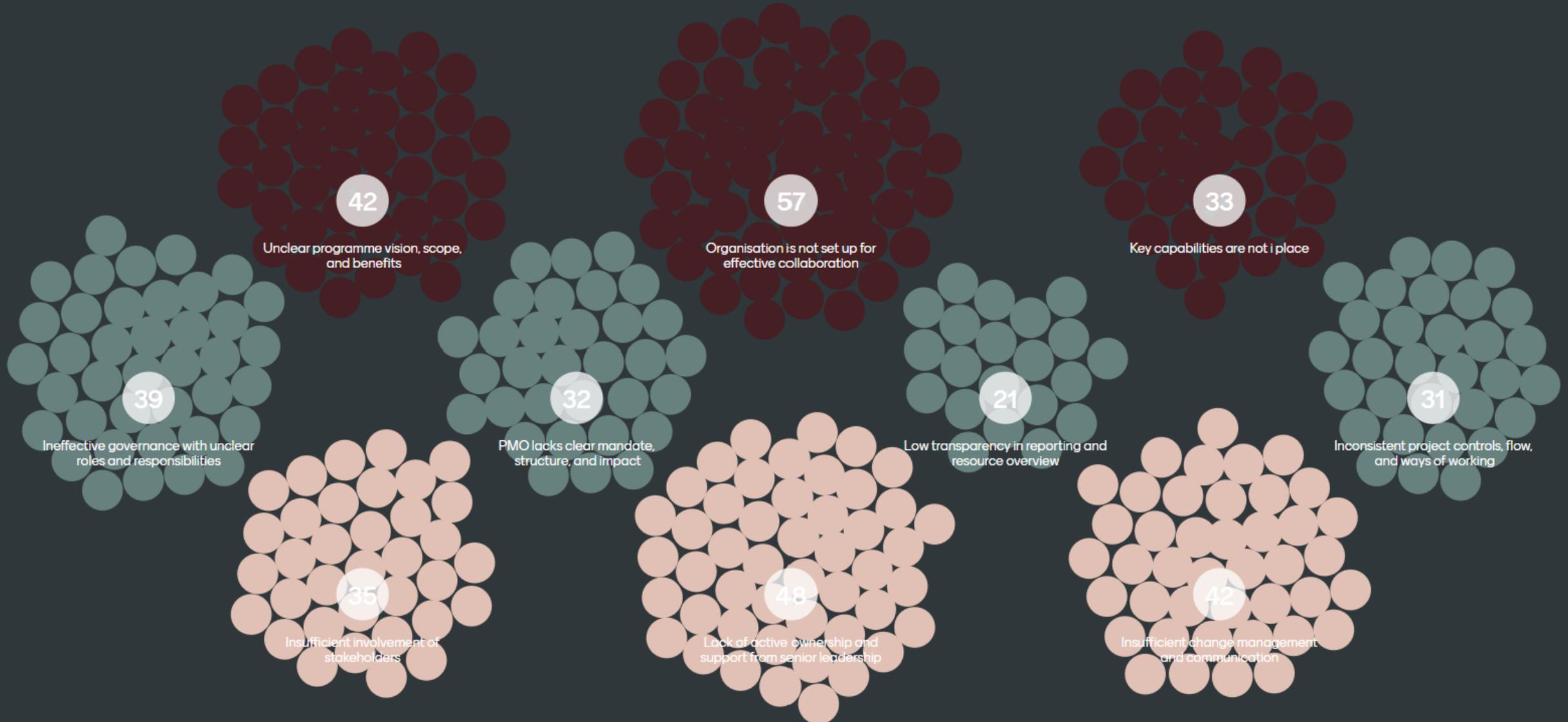
Insufficient involvement of stakeholders

Lack of active ownership and support from senior leadership

Insufficient change mgmt. and communication

We asked you which *challenges* characterise transformations in your organisation?

42 — Unclear programme vision, scope, and benefits

57 — Organisation is not set up for effective collaboration

33 — Key capabilities are not i place

39 — Ineffective governance with unclear roles and responsibilities

32 — PMO lacks clear mandate, structure, and impact

21 — Low transparency in reporting and resource overview

31 — Inconsistent project controls, flow, and ways of working

35 — Insufficient involvement of stakeholders

48 — Lack of active ownership and support from senior leadership

42 — Insufficient change management and communication

Our best-practise framework for driving transformation programmes

Build for high impact

Steering the transformation

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In our experience, succeeding with large-scale transformations is all about *reducing complexity* and *increasing transparency*

Compared to regular projects, large-scale transformations involve even greater levels of complexity and uncertainty as they are characterized by

Your chance for success is closely linked with your ability to implement localised practices that increases transparency and predictability

Complexity and uncertainty
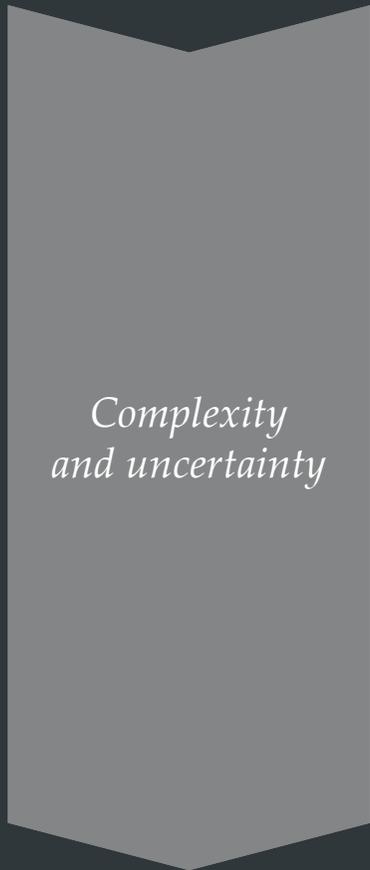
Aggregated scales

Multiple interdependent initiatives

Broader and more dynamic stakeholder landscape

Clarifying the strategic intent

Simplifying the delivery setup
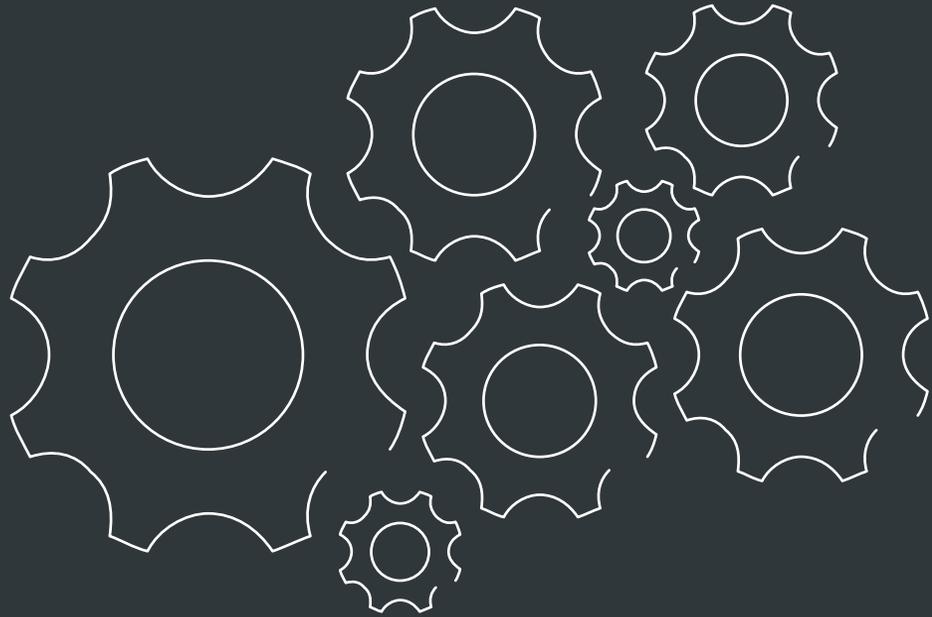
Streamlining execution approach

Engaging stakeholder communication and involvement

Designing for change readiness

Transparency and predictability

Structuring your large-scale transformation as a programme will help you to *increase the transparency*

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Programmes

A group of related projects managed in a coordinated manner to obtain benefits not available from managing them individually

Impact

- Reduced time to impact
- Less re-work and scope changes
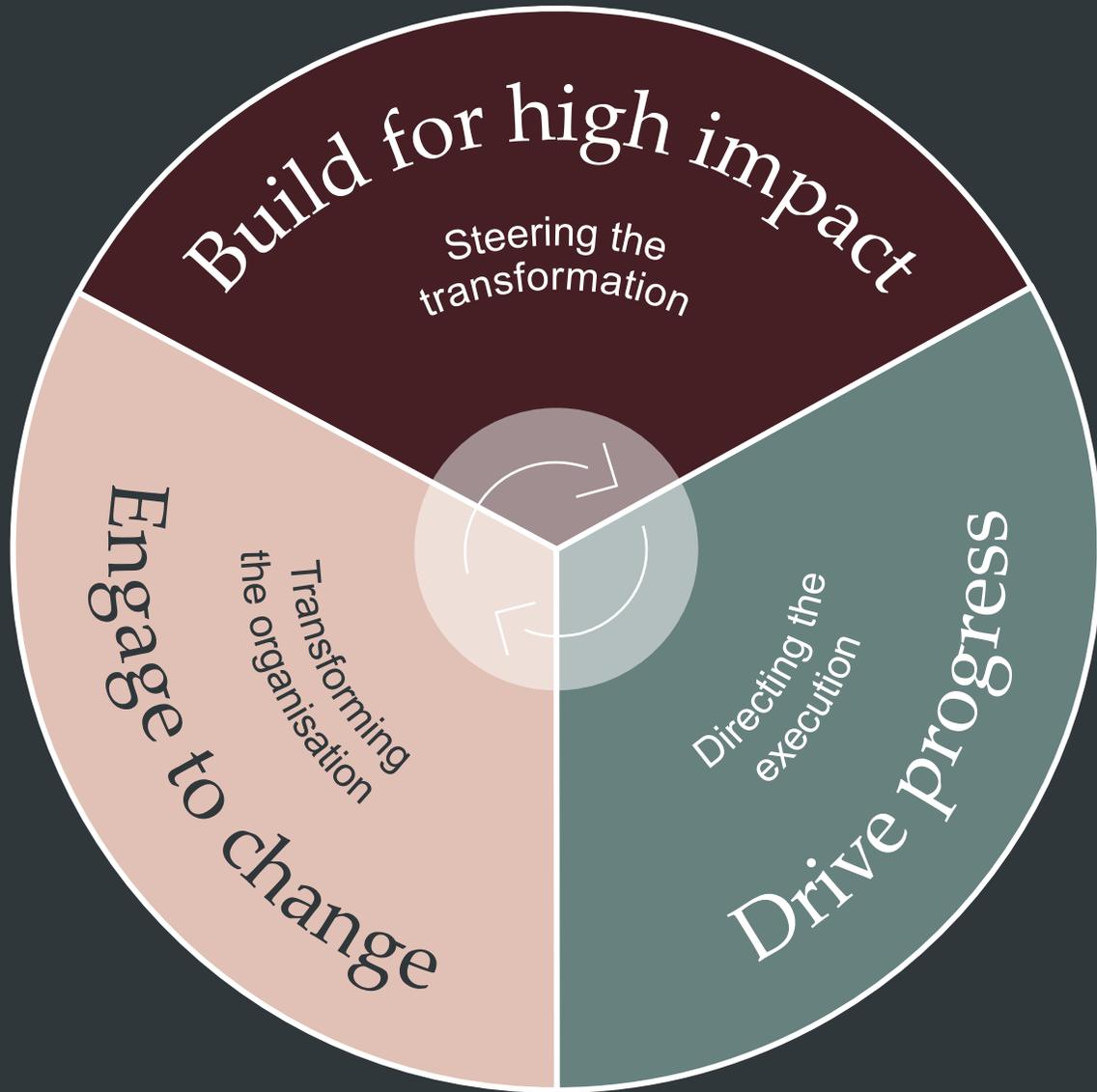- Higher quality and lower risk

Progress

- Efficient execution and decision-making
- Accelerated learning and agility
- Improved coordination and collaboration

Engagement

- Faster adoption of new solutions
- Better stakeholder alignment and satisfaction
- Strong ownership and high motivation

By implementing a transformation mindset and robust programme structure from the outset, you will experience improvements on three dimensions

Build for high impact

Steering the transformation

Engage to change

Transforming the organisation

Drive progress

Directing the execution

25 years of experience in driving transformation programmes has taught us that success occurs when the tree equal important key dimensions *Impact, Progress,* and *Change* work together as an ecosystem

Our best-practise framework for driving successful programmes is built on the three key disciplines of *impact, progress,* and *change*

Build high-impact aspirations, benefits, scope, and delivery organisation

- craft a compelling vision with clear objects and goals for decision-making as well as the programme strategy and target operating model
- Carefully design the scope, benefits, and plan towards the desired end-state
- Design the organisation in a way that fosters collaboration and drives effective delivery through capability-based staffing and empowerment

Drive progress through structure, flow, and transparency

- Establish efficient transformation management support and robust governance structures that base decisions on accurate information and clear reporting flows.
- Ensure an efficient programme flow with an effective control set-up that supports projects in delivering on time, within budget, and to the desired quality.
- Apply a unified project management approach with the necessary processes, tools, and systems in place to execute effectively.

Engage through change communication, stakeholder- and change mgmt.

- Foster a culture that enables people to be their best with clear leadership support.
- Engage stakeholders through clear communication and organisational change management.
- Build and sustain organisational capabilities needed to realise benefits.

Each discipline consists of three *objectives* which can be achieved through our best-practice *methods*
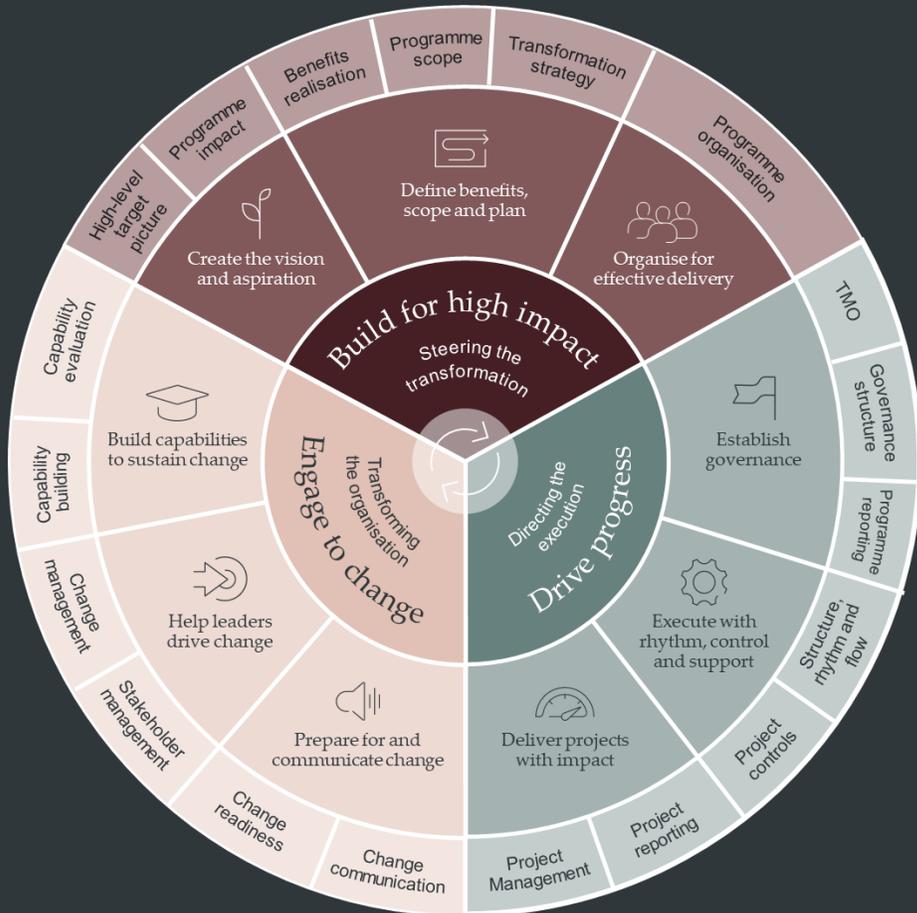
Disciplines *(x3)*

The three disciplines are the core of the TPM Framework, and they represent broad strategic areas that set direction and priorities for the entire transformation. All three disciplines are equally important and fundamental aspects of any transformation journey, and they must be continuously managed throughout the programme life cycle. Despite the separation of the disciplines, it is important to understand that they are interconnected, and a change in one will likely affect aspects of the two other.

Objectives *(x9)*

Each discipline consists of three objectives that translate the strategic areas into goals that are key for the programme to achieve. The nine objectives therefore act as high-level roadmaps for achieving success within each discipline and ultimately programme success and are equally relevant in transformation programmes of all types and sizes.

Methods *(x19)*

Each objective has concrete methods that can be employed to fulfil the objective. These methods serve as guidance for how to meet the nine objectives, and thus achieve successful transformation programme execution. Not all methods will be relevant in all programme types. The programme manager is thus responsible for choosing the relevant methods in accordance with the guidelines set by the TMO.

Methods, Tools, & Templates

The complete TPM framework involved more than 20 concrete methods and that will help improve the effectiveness and efficiency of your programme. Each method is thoroughly described in guidelines accompanied by tested tools and templates.

Build for High Impact | Steering the transformation

Build programme aspirations, benefits, scope, and a delivery organisation for high-impact

Why

To deliver a high-impact transformation programme and ensure future success, the executive management team and transformation management board need to establish and continuously maintain a clear steering. A clear and tangible aspiration with a strict focus on the desired impact and benefits will build momentum, clarify priorities, align stakeholders towards a common future and minimise wasted efforts, thus ensuring the initiation of the transformation journey optimally.

What

The executive team and programme owner develop and continuously refine a clear programme vision that translates corporate strategic aspirations into a high-level programme picture. This helps craft a clear programme impact case that clarifies the correlation between behavioural impact, business impact, and the overarching programme vision defined in the first place.

The programme manager mobilises this output to design the programme benefits, scope, and the choice of transformation strategy, including value releases in waves, a roadmap and plan, as well as setting the organisational programme structure and processes to maximise early impact.

Objective description

Methods

Create the vision and aspiration	**Defining the programme vision, target picture, and desired impact provides a clear view into the organisation's transformation journey toward success.**	• Develop and continuously refine the programme vision and high-level target picture with the executive management team and transformation board to describe the desired future state and set the programme on track. • From the vision and target picture, derive a programme impact case that translates the higher-level strategic vision and aspiration into a more detailed description that covers both behavioural and business impacts of the programme.	• High-level target picture • Programme impact
Define benefits, scope, and plan	**Scoping and planning the transformation journey with an agile transformation strategy and execution approach, aiming for early impact, benefits realisation, and risk mitigation.**	• Define a benefits realisation plan, outlining benefit KPIs and establishing ownership to enable benefit tracking. • Clarify, plan and initiate local change and implementation activities to engage employees and realise benefits. • Establish a detailed programme scope with a benefit map and a logical work breakdown structure, breaking the transformation journey into more manageable and value-creating parts to reduce risk and increase agility. • Determine clear value-releasing waves and a programme roadmap with year-by-year target states, milestones, and specific actions to monitor progress and progressively release funding.	• Benefits realisation • Programme scope • Transformation strategy
Organise for effective delivery	**Ensuring the structure, processes and resources to deliver the transformation effectively.**	• Determine the programme organisation with the executive management team and, for each project and initiative, appoint staff based on critical capabilities needed to enable a successful programme delivery with the right people. • Create an annual governance cycle for executive decisions and reporting that is coordinated across the programme projects/initiatives and adjusted to the existing rhythm of the organisation (e.g. board of directors and executive team meetings).	• Programme organisation

Drive Progress | Directing the project execution

Drive programme progress through structure, flow, and transparency

Why
To drive progress and achieve programme success, the programme manager enabled by the TMO must establish strong governance across the programme, as well as provide a good flow and rhythm, adequate support, and high transparency when executing projects. This ensures projects align with the programme goals, supports agility in decision-making and accuracy of reporting based on transparent information, and maintains a steadfast pace toward impact and programme progress.

What
The programme manager and the TMO create a robust governance framework to promote the successful delivery of the right projects and initiatives to maximise impact and benefits realisation through carefully laid out execution rhythms, continuous programme planning, and a sound management of capacity and resources. The TMO ensures the portfolio of projects is delivered with impact and flow using the Half Double methodology, while receiving necessary support and leadership attention through programme controls and support functions.

Objective description

Methods

Establish governance	**Establishing an effective governance structure paves the way for good decision-making, impact, and speed.**	• Establish a strong TMO to create and maintain momentum in the project teams, ensure alignment and transparency, and provide portfolio/programme/project management guidance to the organisation. • Design and implement the appropriate governance structure by outlining the roles, responsibilities, mandates, and escalation paths across the programme to ensure rapid problem-solving and prioritisation. • Develop progress and performance tracking via transparent reporting, delivering single-source-of-truth data aggregated from the lowest to the highest levels of the work breakdown structure.	• Transformation Management Office (TMO) • Governance structure • Programme reporting
Execute with rhythm, control, and support	**Creating the ideal project performance environment through flow and necessary standards, controls, and support.**	• Develop efficient project controls (scope, schedule, cost, quality, risk, change, etc.) with fit-for-purpose standards supported by systems, tools, and templates. • Identify and establish the necessary SME network, support, and administrative functions tailored to the context of the transformation programme. • Drive continuous delivery and collaboration through a fixed programme meeting structure and rhythm based on agile principles to maintain pace and adaptability.	• Structure, rhythm, and flow • Project controls
Deliver projects with impact	**Enabling optimal capacity and resource management and ensuring impact maximisation and stakeholder satisfaction with the Half Double methodology.**	• Lead and manage the individual projects in line with the Half Double methodology principles, which promote a strict focus on impact, flow, and leadership, to deliver projects in half the time and double the impact. • Maintain a transparent capacity overview to enable long-term resource planning and adequate staffing, fine-tuning of current resource allocation, and agility in short-term decisions.	• Project reporting • Half Double

Engage to Change | Transforming the organisation

Engage the receiving organisation through change communication, stakeholder management, and capability building

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Why

To create real transformational change, it is a prerequisite to engage the entire organisation with active leadership, effective change management, and engaging stakeholder management. Sustaining change requires a true transformation of the organisation's underlying culture, behaviour, and capabilities.

Therefore, it is essential for the programme to initiate a movement with the organisation's community to rally around the transformation with change leaders and through strong employee involvement, appealing communication, and capability building.

What

The programme manager and TMO work to ensure the receiving organisation owns the transformation implementation plan and can drive it forward to fully realise its benefits. This is enabled by understanding the impact on the receiving organisation and the change readiness of the people to engage them with emotionally appealing change communication and pulse checks to secure continuous feedback.

Moreover, the TMO systematically maps and builds the required capabilities, implements a strong change mgmt. approach and allies with key stakeholders and change leaders to anchor change.

Objective description

Methods

Prepare for, and communicate change	**Fostering local change ownership and readiness through transparency and appealing communication.**	• Structurally assess the change readiness of the receiving organisation to understand their ability to adopt and implement the desired capabilities as well as outline the key information to Go-Live. • Make change communication to relevant stakeholder groups with an emotionally appealing core story and clear, engaging, and aligned programme information in a structured cadence and format.	• Change readiness • Change communication
Help leaders drive change	**Creating the necessary leadership behaviour of active change sponsorship and stakeholder management.**	• Develop a change strategy to create a common language for change activities across the programme. This should include a change management plan and the change tools you plan to utilise. • Carry out proactive and people-centric change management, visualising change initiatives as an opportunity for organisational growth. • Identify and map stakeholder groups to understand how they are impacted by the upcoming transformation. • Systematically encourage, empower and involve relevant stakeholders in the work throughout the programme execution and implementation via recurring Pulse Checks.	• Change management • Stakeholder management
Build capabilities to sustain change	**Building local skills and capabilities to empower the receiving organisation.**	• Develop a transparent capability model as the foundation for a capability evaluation of the receiving organisation's current state and subsequent gap analysis. • Establish a capability-building strategy with structured processes, plans, and materials for training critical people in new capabilities. • Establish a community of change ambassadors to transfer knowledge and bridge understanding of the programme across the organisation.	• Capability evaluation • Capability building

We have successfully applied the TPM framework in many different cases across various industries

Programme initiation and ramp-up

Transformation X-ray of ongoing programmes

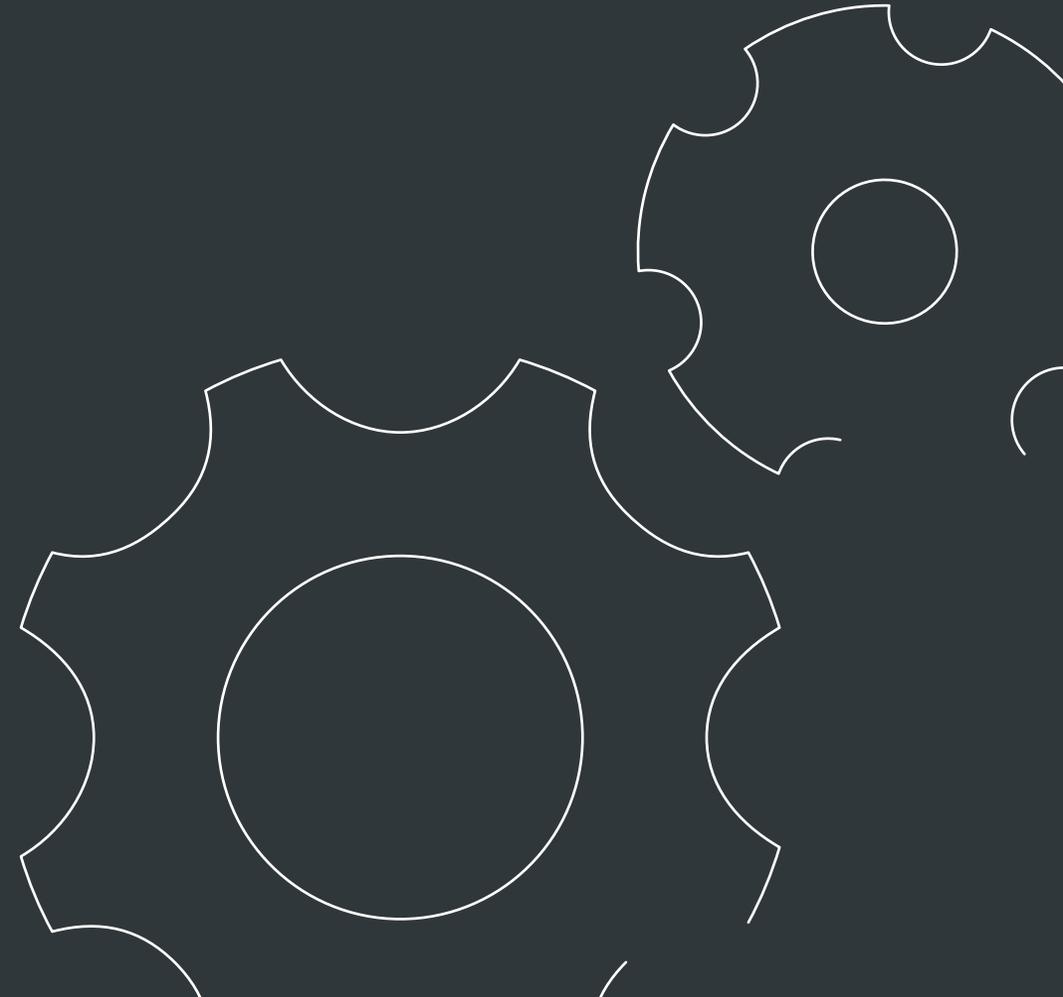Course correction and improvement offices
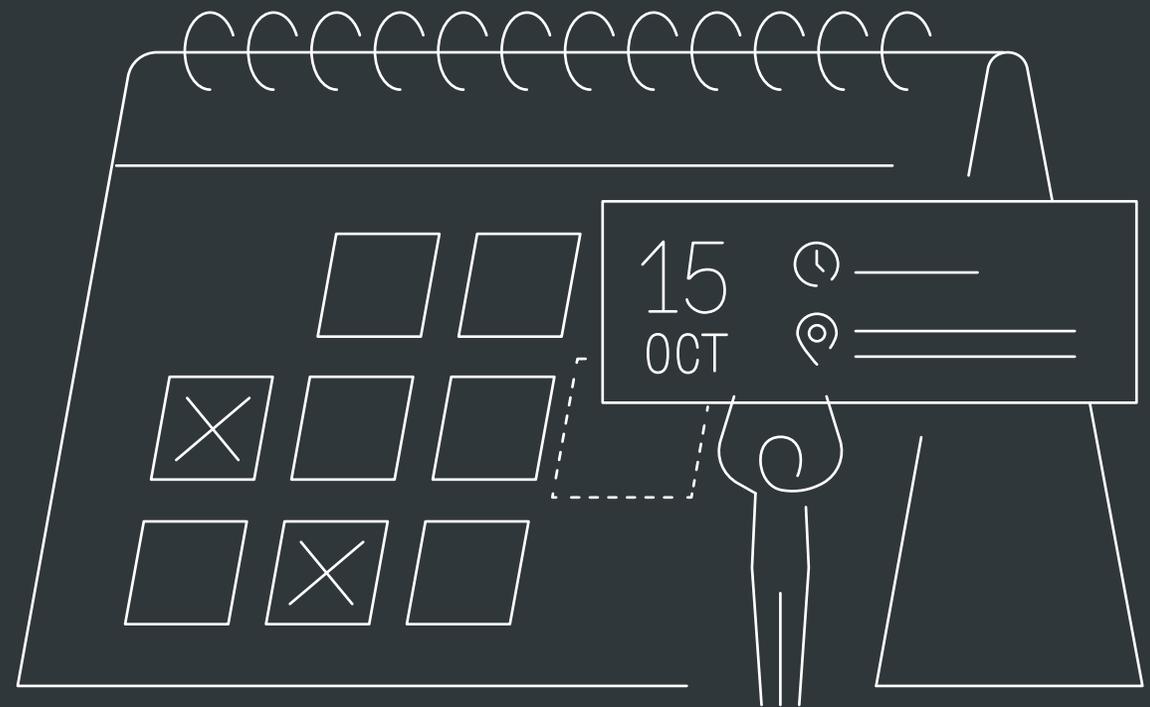
Establish and drive PMOs
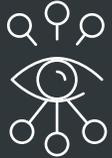
Manage and support programme execution

Build transformation capabilities

Upcoming events

Upcoming events

Deep Dive: Transformation Programme X-ray

September 10, 2025 - from 8:30 to 9:00 AM

Deep Dive: Build for High Impact
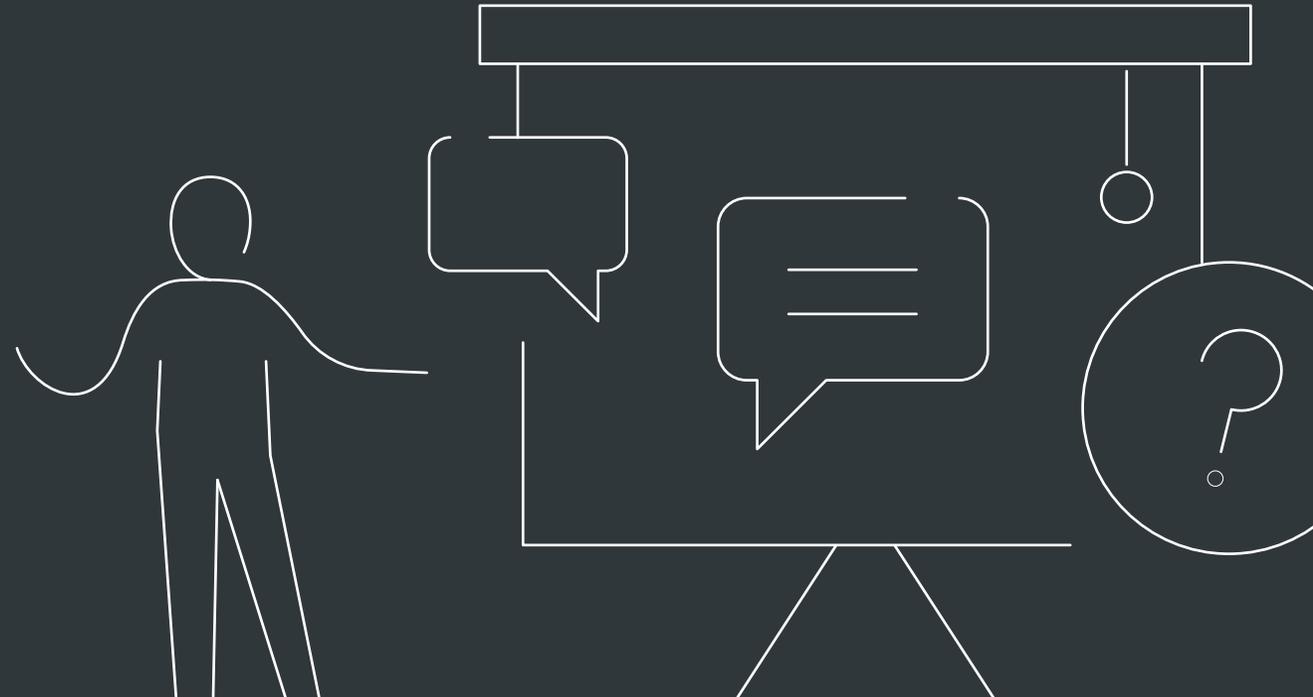
October 22, 2025 - from 8:30 to 9:00 AM

Deep Dive: Drive Progress

December 03, 2025 - from 8:30 to 9:30 AM

Deep Dive: Engage to Change

January 21, 2026 - from 8:30 to 9:30 AM

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Transformation Programme Management

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You are invited.

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