

# Unlocking the Full Potential of Your Transformation

## *X-ray Deep Dive*

Leverage the TPM X-ray to uncover improvement opportunities and drive programme success



Watch the  
recording [here](#)



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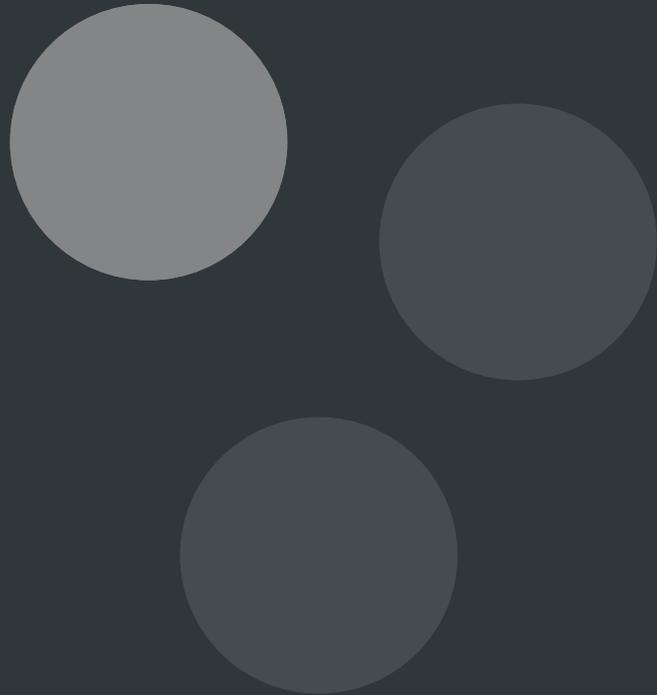


# The challenges of managing large-scale transformation



”  
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.



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



22%

... But only 22% of those transformations are successful both financially and in reputation<sup>1</sup>

# 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

# Our best-practise framework for driving transformation programmes

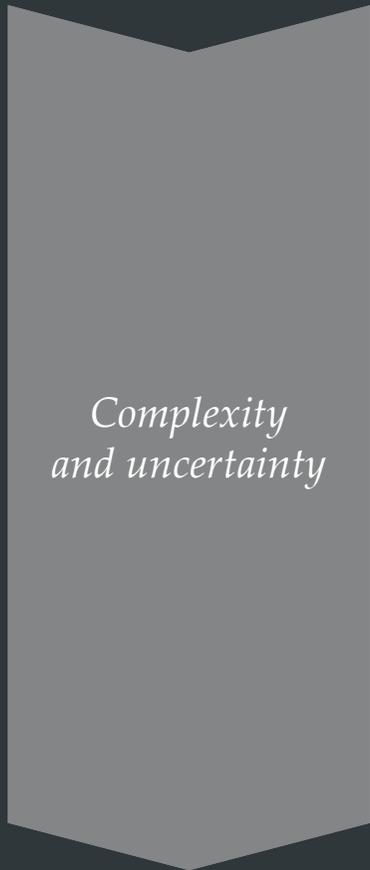


# In our experience, succeeding with large-scale transformations is all about *reducing complexity* and *increasing transparency*



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



Aggregated scales



Multiple interdependent initiatives



Broader and more dynamic stakeholder landscape

Clarifying the strategic intent



Simplifying the delivery setup



Streamlining execution approach



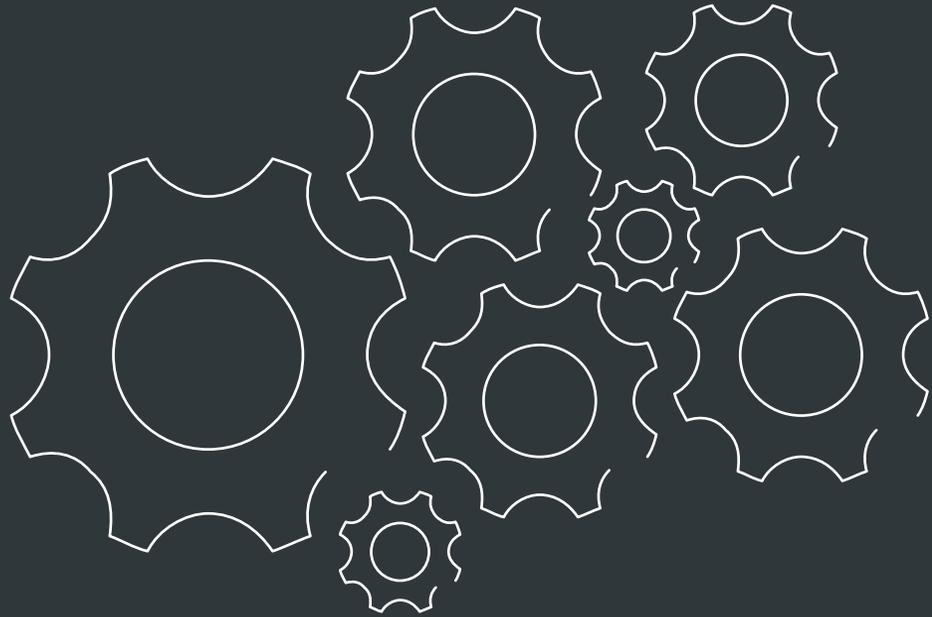
Engaging stakeholder communication and involvement



Designing for change readiness



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



## *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

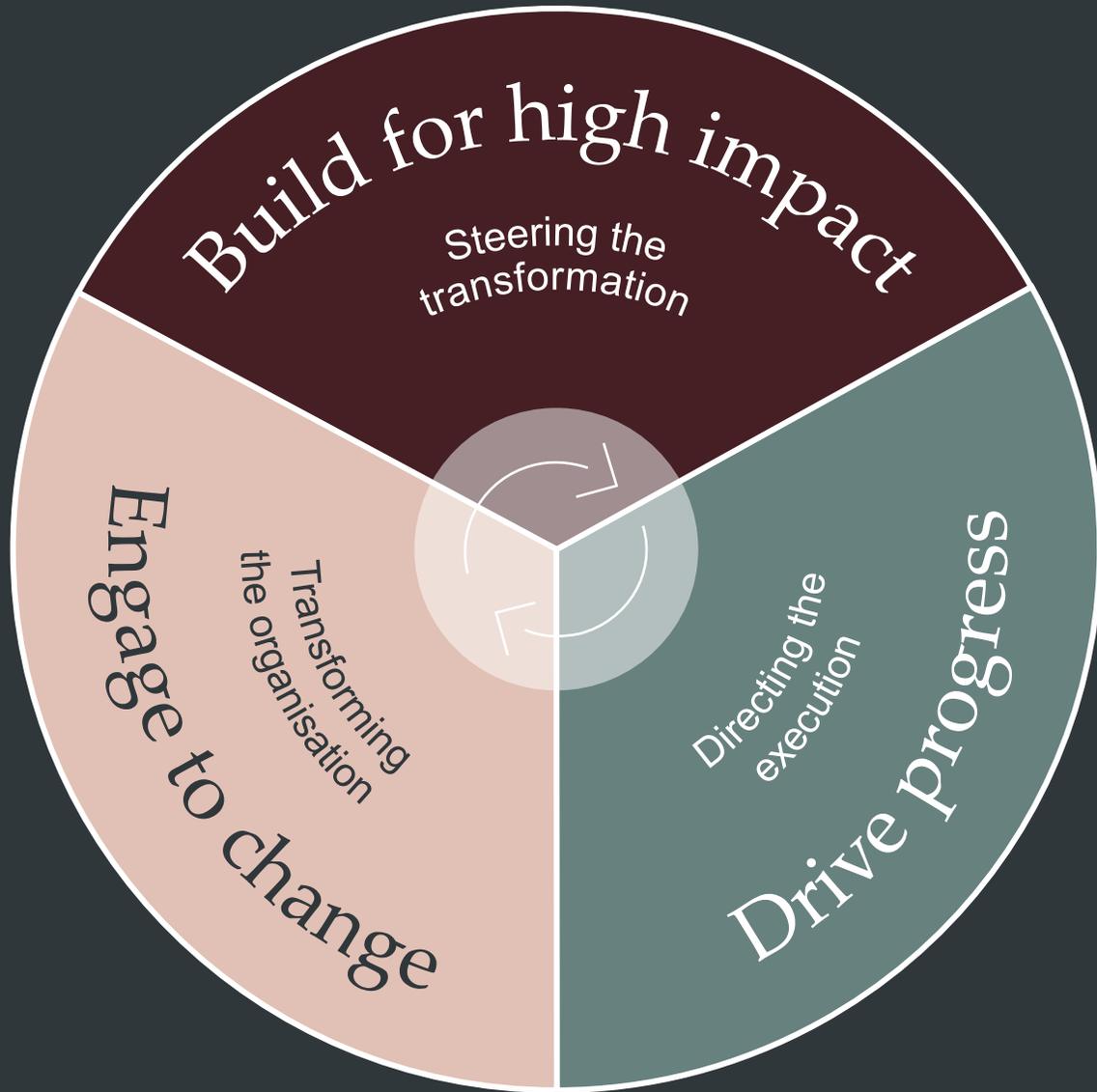
- Efficient execution and decision-making
- Accelerated learning and agility
- Improved coordination and collaboration



### 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*



25 years of experience in driving transformation programmes has taught us that success occurs when the three 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

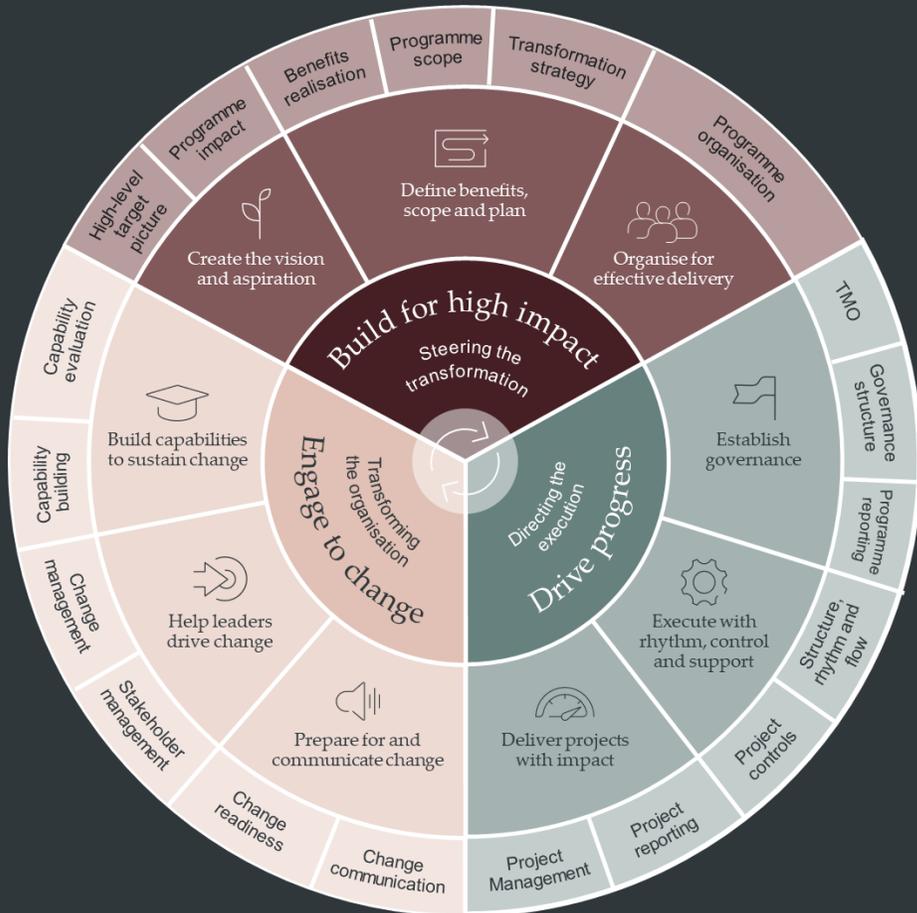
## Drive progress through structure, flow, and transparency

- 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.

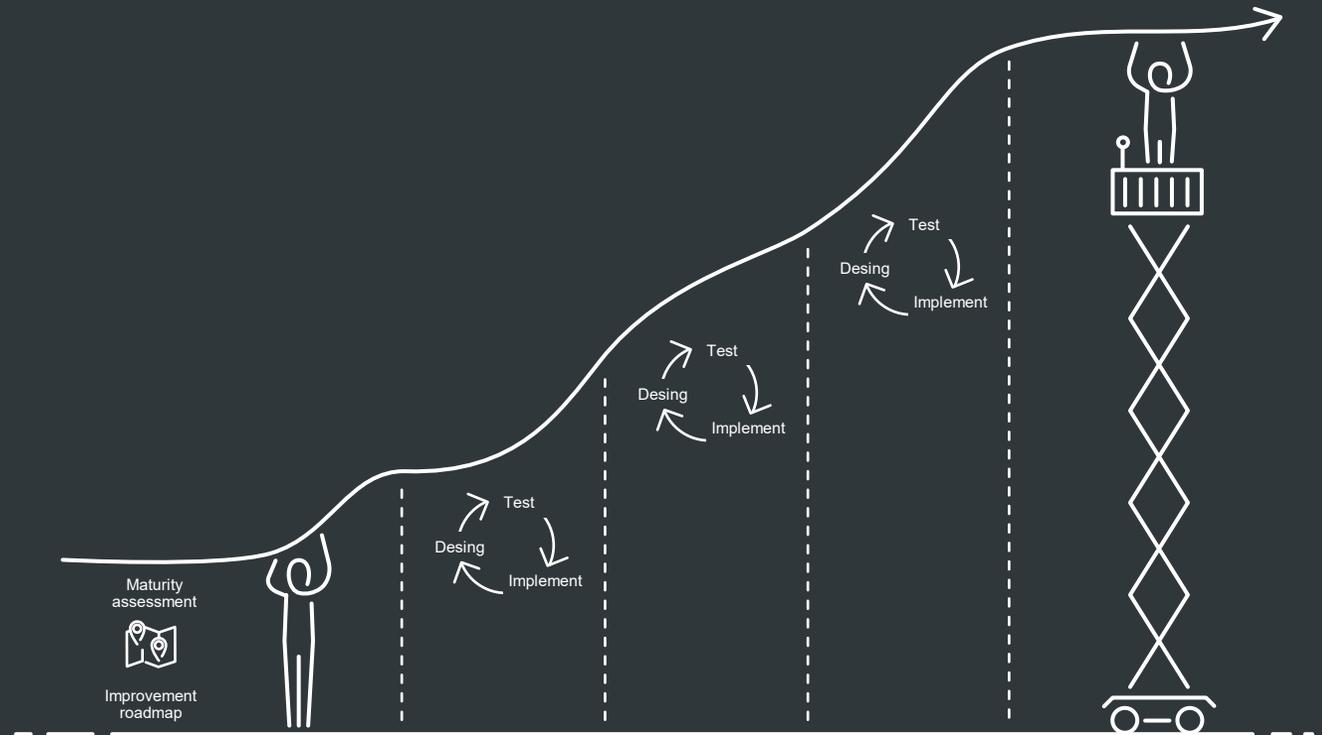
### Objectives (x9)

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.

# TPM X-ray



# The TPM X-ray is much more than a snapshot in time...



## It provides you with



A 360° view of your transformation capabilities and opportunities for improvement



A baseline for tracking improvements over time



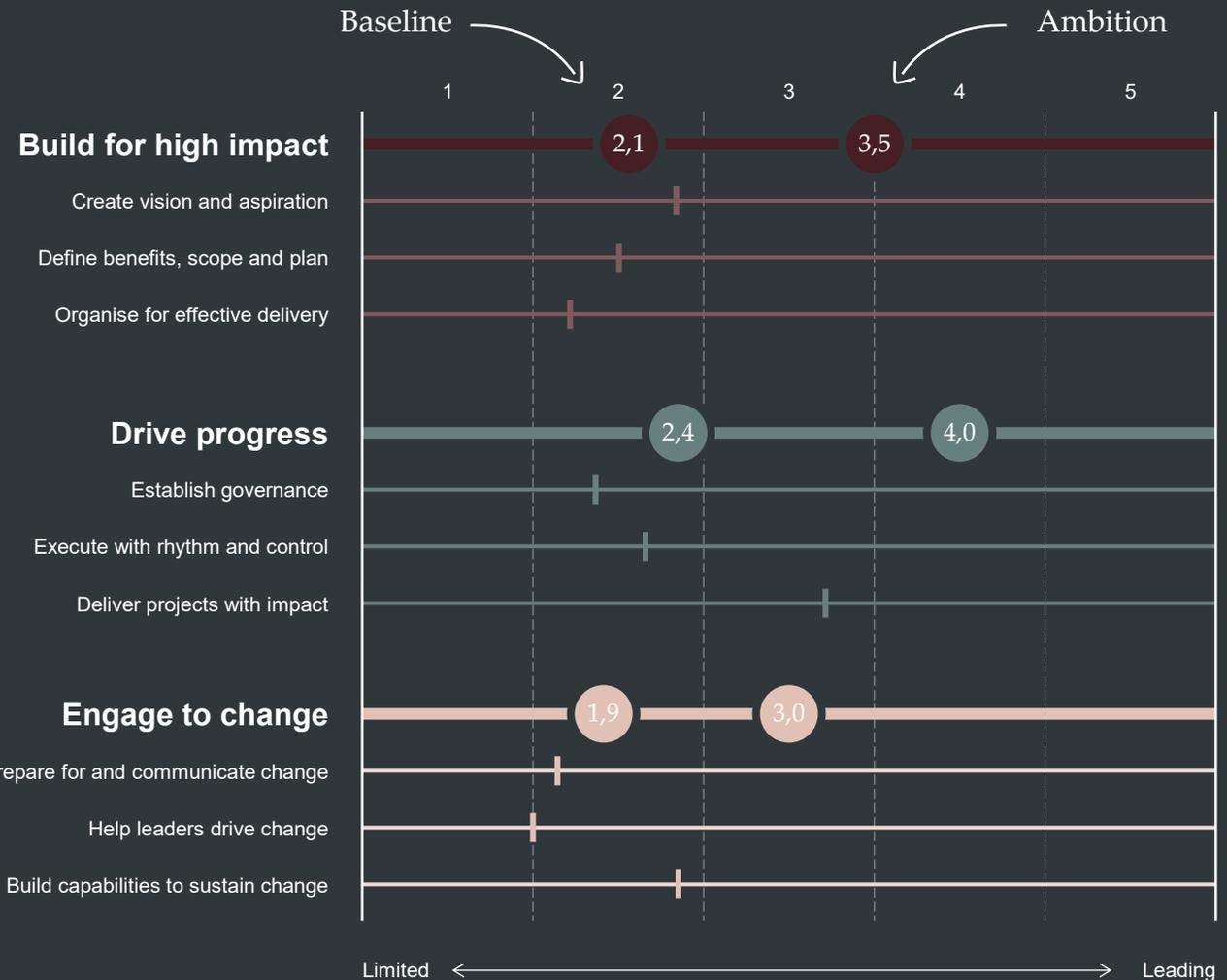
An in-depth understanding of how the programme is perceived across the organisation



A mobilisation of the involved employees kick-starting the change journey early



A common frame of reference and language for transformation management



# It will uncover your transformation's current maturity and provide concrete improvement initiatives to gradually enhance your capabilities



We apply a structured approach based on the 3 key dimensions and 24 sub parameters of our TPM framework to determine the current maturity and strategic roadmap with improvement initiatives with key stakeholders.

## Build of High Impact

- Strategic vision
- Objectives and KPIs for decision-making
- Detailed target operating model
- Clear scope and benefits aligned to end-state
- Actionable programme plan
- Organisational structure for collaboration
- Critical resources and capabilities for delivery

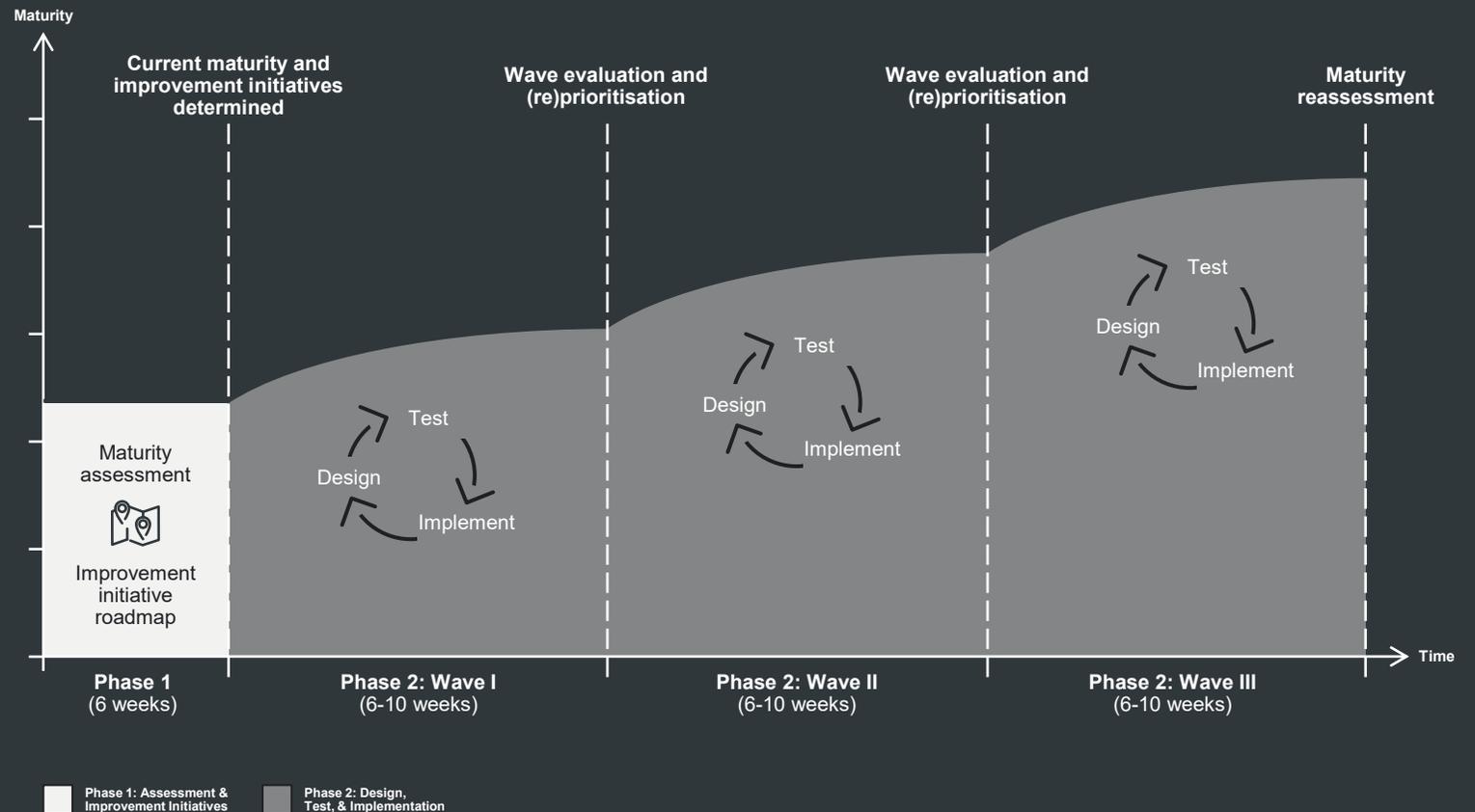
## Drive Progress

- Governance structure
- Defined roles and mandates
- Strong TMO for standards and transparency
- Controls tracking progress via KPIs
- Unified project management processes and tools
- Programme flow
- SME network for transformation
- Transparent capacity overview

## Engage to Change

- Standardised decision-sharing approach
- Communication strategy for external stakeholders
- Appropriate external stakeholder involvement
- Organisational change management
- Stakeholder impact mapping
- Change readiness assessment
- Capability-building strategy
- Change ambassadors community
- United leadership team

We suggest starting with a TPM Maturity Assessment to determine the current maturity of your transformation programme management capabilities. Subsequently, we recommend improving these capabilities in 8-week sprints, during which we design, test, and implement improvement initiatives to create impact quickly. Between each sprint, we conduct a re-assessment to measure progress and adapt the approach based on learnings.



# The TPM X-ray output combines qualitative and quantitative data in an interactive BI dashboard and a comprehensive report



## Qualitative Data

Interviews based on the TPM interview

**Interview Guide** | The semi-structured interviews contained three main sections build on the TPM framework

Section	Questions		
Overall Programme	<ol style="list-style-type: none"> <li>Immediate thoughts: As a whole, what do we do well in the IG programme?</li> <li>Immediate thoughts: What can be improved?</li> <li>One wish: If you could choose one aspect, what would you change tomorrow that would create most impact for the programme?</li> </ol>		
Section	Opening question	Sub questions	Topics to cover
Build for High Impact	How do you experience the programme's ability to establish and continuity set direction for a clear strategy, mission & vision on the desired impact?	<ul style="list-style-type: none"> <li>How clear is programme's strategic direction and the overall vision for you?</li> <li>How effective has the strategy been translated into a transparent programme roadmap with clearly defined benefits?</li> <li>How do you experience the current programme organisation and its ability to support the programme objectives?</li> </ul>	<ul style="list-style-type: none"> <li>Programme Strategy, Target Operating Model, Goals, Objectives, Success criteria, and KPIs</li> <li>Scope, benefits, programme plan, transformation strategy, and roll-out plan</li> <li>Programme organisation, programme collaboration, roles, responsibilities, and capabilities</li> </ul>
Driving Progress	How do you consider the programme's overall ability to continuously drive and ensure progress?	<ul style="list-style-type: none"> <li>How do you experience the programme's current governance structure?</li> <li>How would you rate the performance of the transformation programme office in terms of the support provided and their effectiveness in driving the transformation forward?</li> <li>How do you find the programme flow (existing address and collaboration methods and processes)?</li> <li>How do you experience the PMO's ability to deliver on their strategic role?</li> </ul>	<ul style="list-style-type: none"> <li>Decision Making, Decision Channels, Success Criteria, Evaluation of outcomes, Resource Allocation, Programme Performance Tracking, Programme Governance</li> <li>Programme roles, responsibility, and support change from the PMO, call capabilities</li> <li>Programme delivery, cross-programme collaboration, programme control board, feedback, and management of change</li> <li>Programme communication approach, tools, templates, processes, resource availability, project flow</li> </ul>
Engage to Change	How do you perceive the programme's ability to create engagement through stakeholder involvement and change communication?	<ul style="list-style-type: none"> <li>How do you experience the programme's stakeholder involvement approach to drive change and take ownership of the programme?</li> <li>What is your perspective on the programme's ability to build and ensure the necessary level of stakeholder engagement to ensure changes in the necessary organisation?</li> </ul>	<ul style="list-style-type: none"> <li>Change communication, stakeholder involvement, change anchoring</li> <li>Leadership accountability and ownership, changes</li> <li>Competence gap and forecasting, competence development, training strategy and materials</li> </ul>

Data Analysis

## Quantitative Data

Survey based on the TPM framework

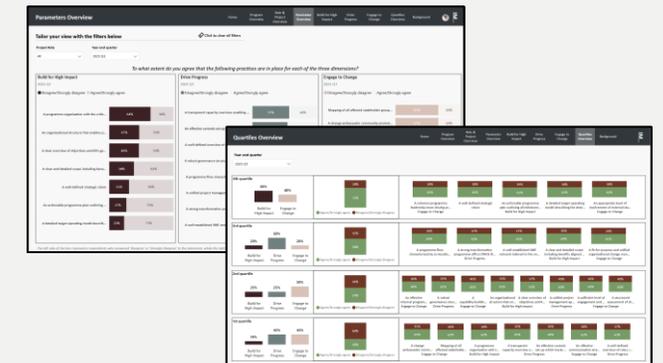
**Survey Questions** | To enhance interview data, the survey questionnaire included both qualitative and quantitative responses

TPM Assessment Survey Questions	
Questions	Assess options
How engaged do you feel working in the IG Programme?	Very engaged / Strongly / Neutral / Unengaged / Not relevant / Don't know
To what extent do you agree that the IG Programme has the following practices established?	Strongly disagree / Disagree / Agree / Strongly Disagree / Not relevant / Don't know, and one free text field by the end
<ul style="list-style-type: none"> <li>A well defined strategic vision</li> <li>A clear overview of objectives and KPIs guiding decision-making</li> <li>A detailed scope covering initial findings, the desired end state</li> <li>An end-to-end programme roll-out plan, milestones, dependencies, and timelines at both programme and project levels</li> <li>An organisational structure that enables progression and promotes collaboration across the programme</li> <li>An organisation with the critical resources and capabilities needed to enable successful programme delivery</li> </ul>	
<ul style="list-style-type: none"> <li>To what extent do you agree that the IG Programme has the following practices established?</li> <li>A robust governance structure that enables efficient decision-making using accurate information and clear reporting flows from project to programme level</li> <li>A well defined level of roles, responsibilities, and resources across the programme and its projects</li> <li>A strong TMCO that supports the projects by defining and enforcing standards, ensuring transparency and alignment, and facilitating stakeholder engagement</li> <li>An effective approach to which risks and issues progress and are managed via KPIs at both project and programme levels (objectives, cost, risk, and resources)</li> <li>A unified project management approach with effective processes, systems, and tools</li> <li>A programme flow characterised by co-operation and regular key events promoting alignment and collaboration</li> <li>A well established SME network tailored to the needs of the transformation programme</li> <li>A transparent capacity resource enabling long-term resource planning, adequate staffing, and agility in short-term demands</li> </ul>	Strongly disagree / Disagree / Agree / Strongly Disagree / Not relevant / Don't know, and one free text field by the end
<ul style="list-style-type: none"> <li>To what extent do you agree that the IG Programme has the following practices established?</li> <li>An efficient and standardised approach to sharing decisions, information, and updates on changes and progress within the programme</li> <li>An effective communication strategy for stakeholders outside the programme</li> <li>A clear support approach to organisational change management</li> <li>An identification and mapping of all affected stakeholder groups to understand the impact of the transformation</li> <li>A structured assessment of change readiness and the ability to adopt new capabilities across all affected areas</li> <li>A capability-building strategy with structured processes, plans, and materials for training all relevant employee groups in new capabilities</li> <li>A consistency of change initiatives to transfer knowledge and change understanding of the programme across the organisation</li> <li>A unified leadership team driving the programme</li> </ul>	Strongly disagree / Disagree / Agree / Strongly Disagree / Not relevant / Don't know, and one free text field by the end
Any other comments/reflections that are important for us to know?	Free text field

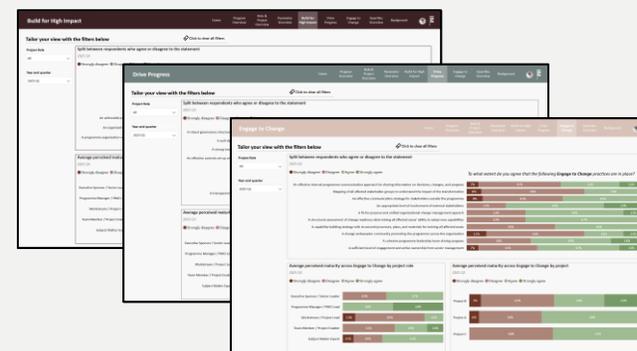
## Assessment Overview: Navigation page and overview of the entire assessment.



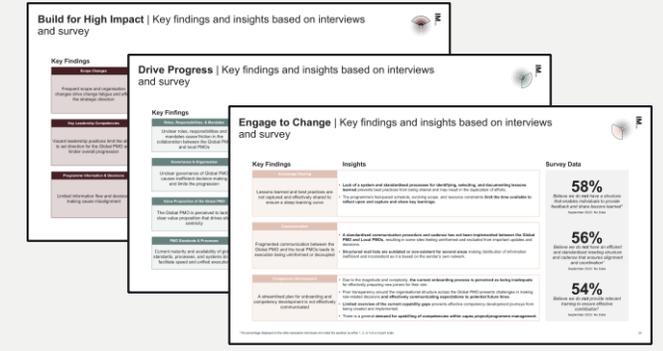
## Parameter Scores & Quartiles: Overview of scores by parameter and quartiles.



## Quantitative Deep Dives: Survey results on each dimension with scores across sub-parameters.



## Qualitative Deep Dives: Key findings and insights from based on interviews.



# The TPM X-ray process is split into a qualitative and quantitative part and tested in numerous large organisations through the following steps

## Quantitative: 2 week

- 1

**Set up survey**

Set up survey in Microsoft Forms in company environment.
- 2

**Select respondents**

Identify and communicate to survey respondents.
- 3

**TPM Dashboard**

The qualitative survey data is presented in an automated BI dashboard a can be split on both project and stakeholders



## Qualitative & Recommendations: 4-6 weeks

- 4

**Interview, observations, and review of tools**

Book and conduct interviews with relevant programme members and stakeholders as well as conduct review of current applied systems, tools, templates and materials.
- 5

**TPM Assessment Report**

The full TPM Assessment Report is developed providing complete overview of the current maturity based on both quantitative and qualitative data input as well as our recommendations for relevant improvement initiatives.
- 6

**Solution design workshop**

Conduct workshop(s) to align leadership around a common understanding of the current maturity, key gaps, to develop future ambition and roadmap with Improvement Initiatives.



### Key benefits



Leadership team actively involved with low time investment



Aligned view on current gaps and future ambition level



Clear path to unlock potential identified

## Design criteria

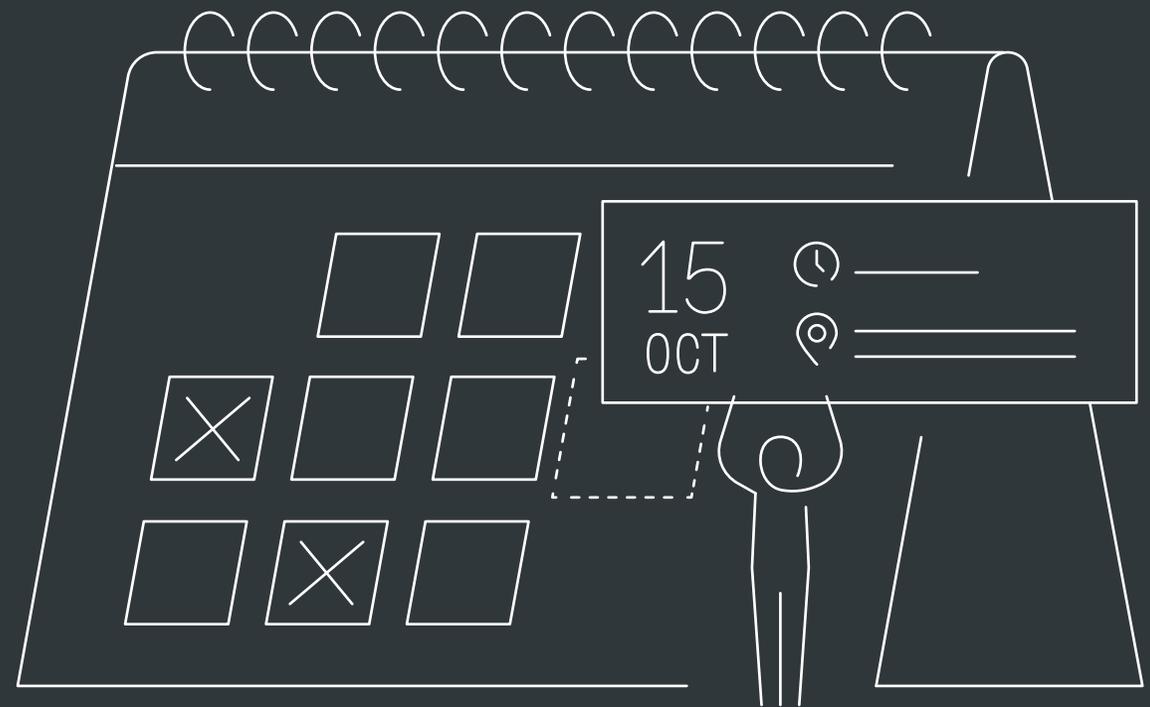
- 1

Input providers should spend no more than 20 minutes on providing data.
- 2

The qualitative analysis should be conducted entirely automatically, with minimal human involvement.
- 3

The outputs should be designed to be simple, clear, and easy to understand.

# Upcoming events



# Upcoming events

*Press here to sign up now!*



## **Deep Dive: Build for High Impact**

October 22, 2025 - from 8:30 to 9:00 AM



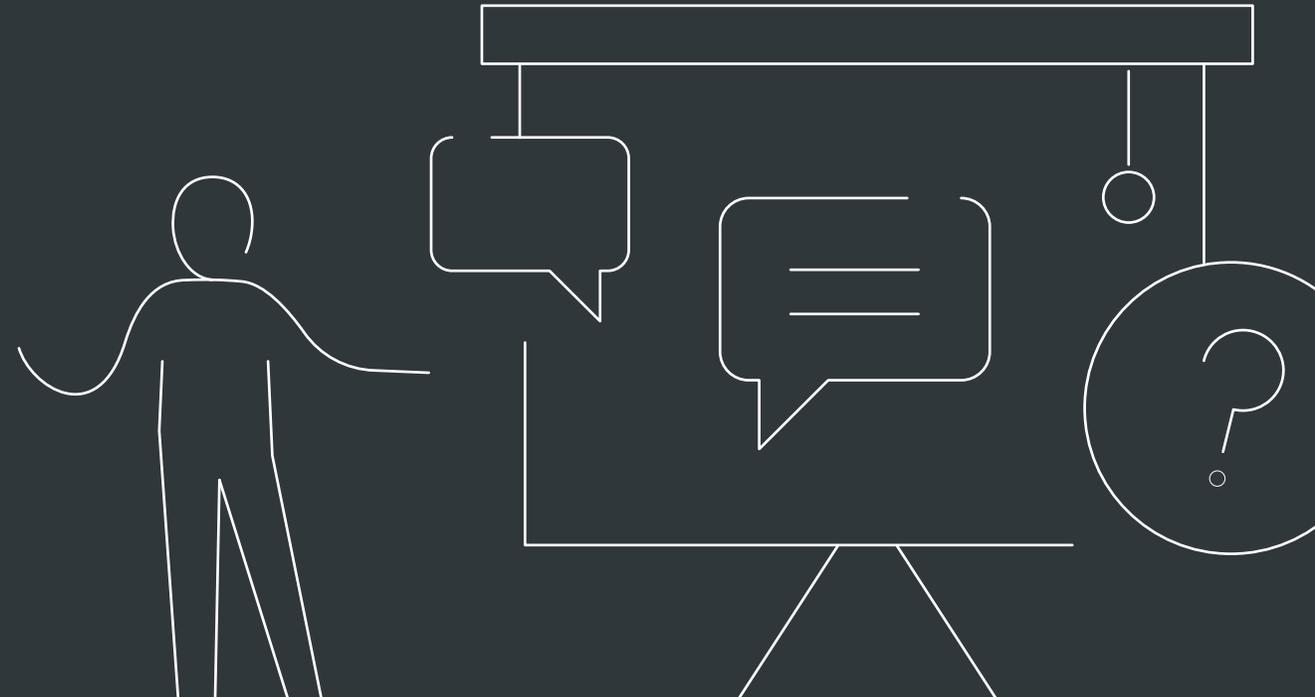
## **Deep Dive: Drive Progress**

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



## **Deep Dive: Engage to Change**

February 11<sup>th</sup>, 2026 - from 8:30 to 9:30 AM





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# You are invited.

Implement Consulting Group