

Unlocking the Full Potential of Your Transformation

Deep dive: Build for High Impact

Master the foundation of successful transformations by creating a clear aspiration and impact case, defining benefits and scope, and organising for effective delivery



Watch the [recording here](#)



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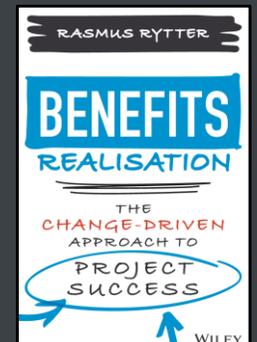
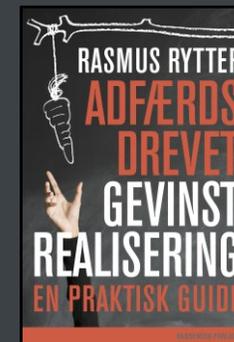
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Rasmus is an expert on benefits realisation at project and portfolio level and is author behind three books on the topic

Agenda



Introduction: Unlock the full potential of your transformation programme



Build for High Impact

- *Create the vision and aspiration*
- *Define benefits, scope, and plan*
- *Organise for effective delivery*



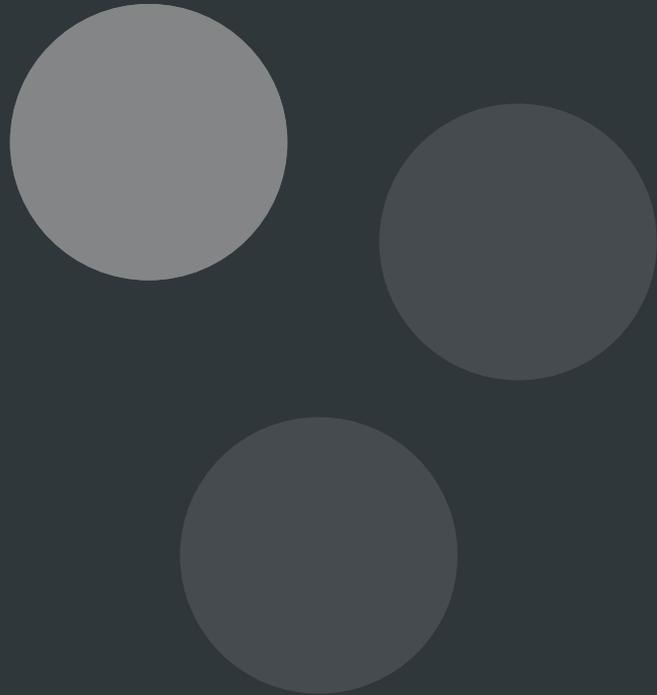
Q&A Session



Our best-practise framework for driving transformation programmes



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 reputation¹

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

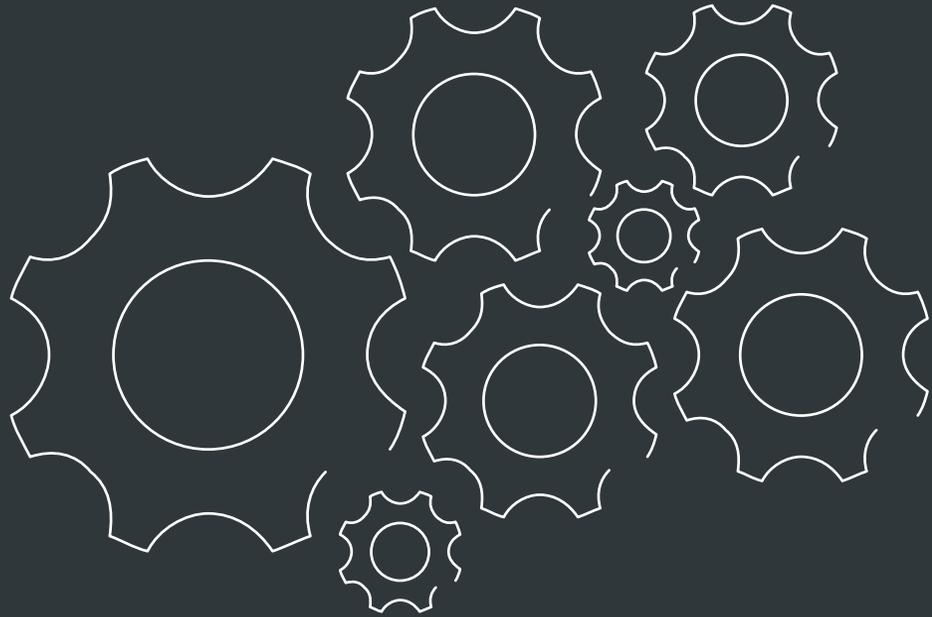


Designing for change readiness



Transparency and predictability

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



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

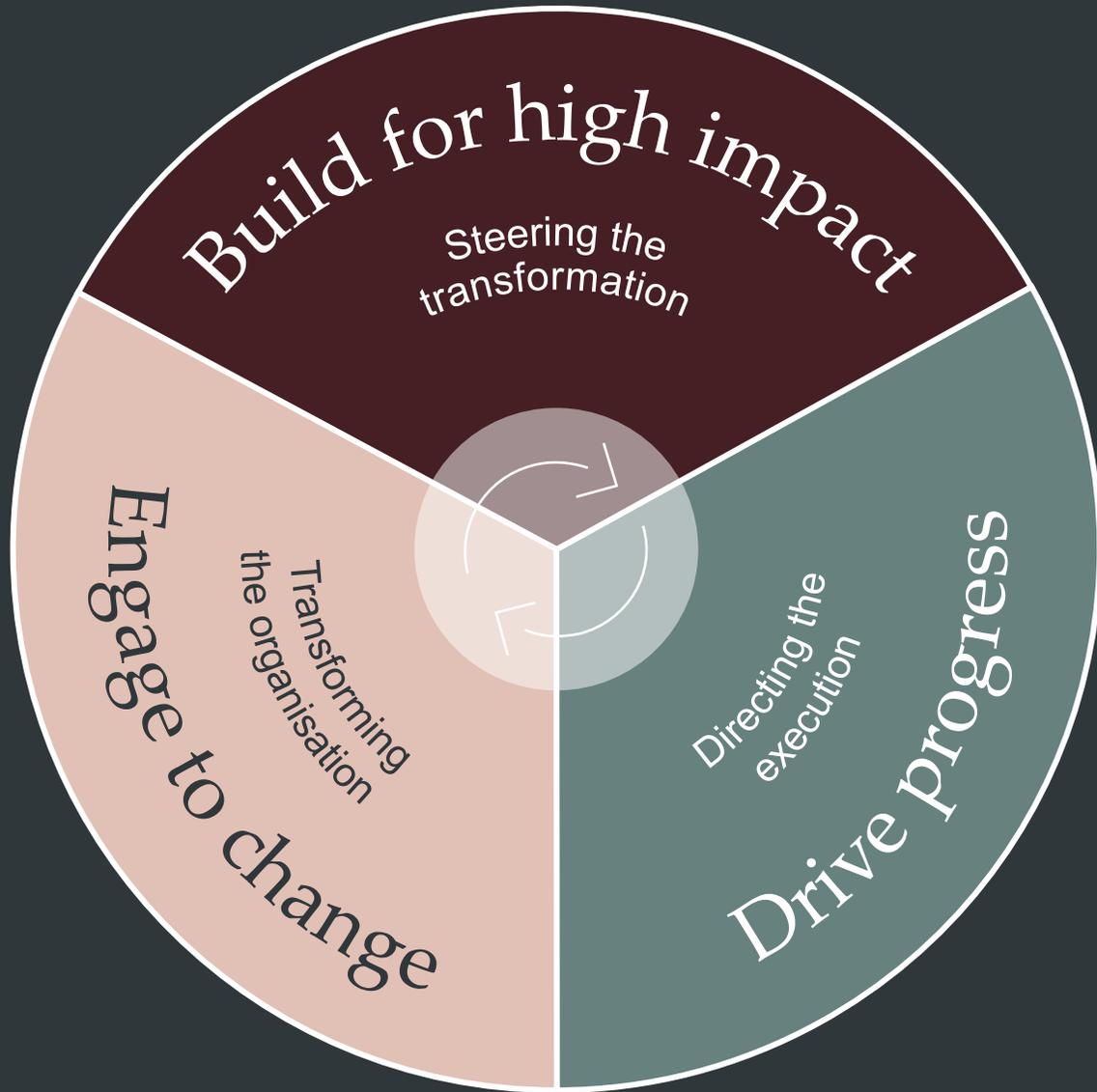
- Efficient execution and decision-making
- Accelerated learning and agility
- Improved coordination and collaboration



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

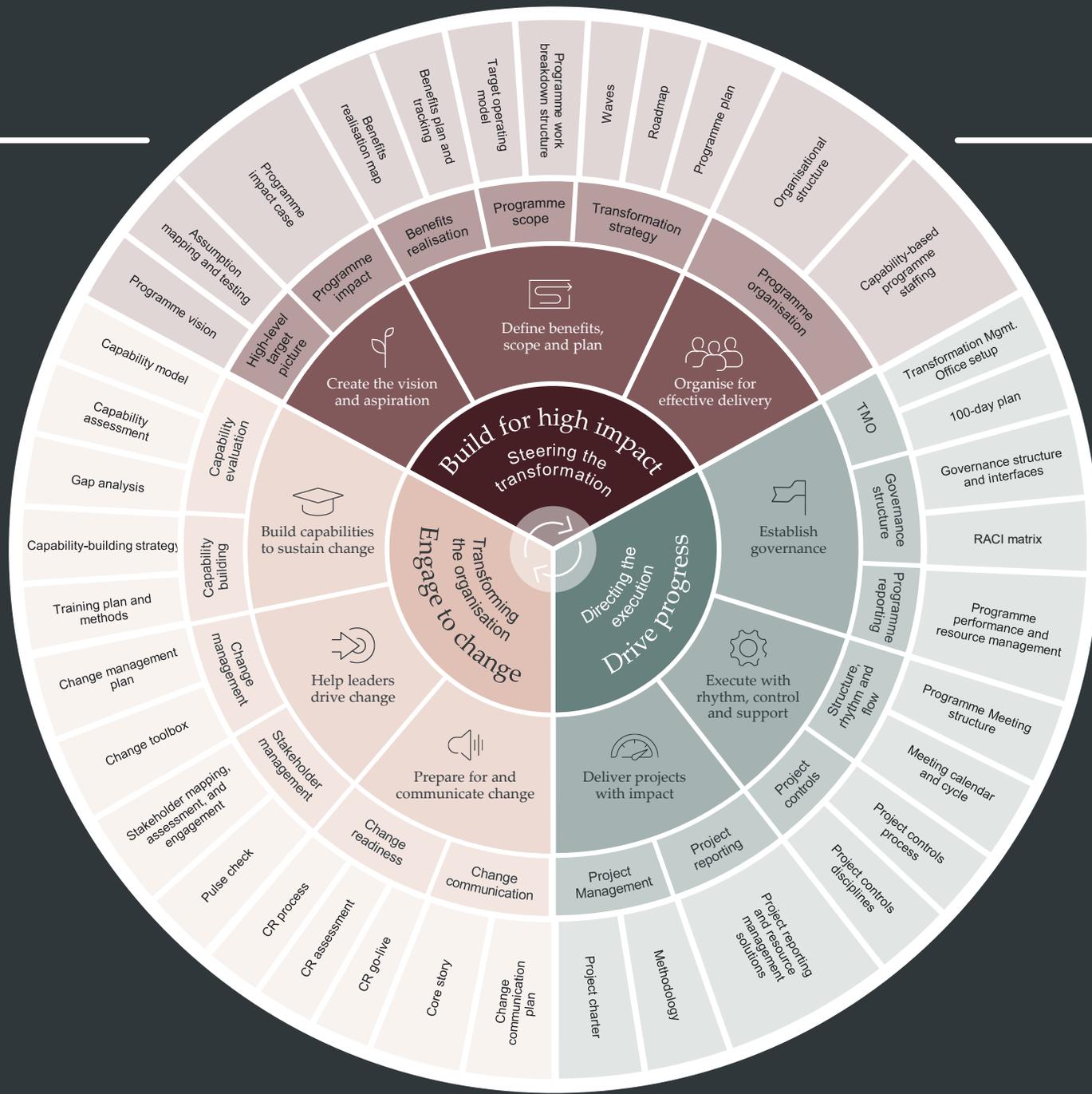
- craft a compelling vision with clear objects and goals for decision-making as well as the programme strategy and target operating model
- Carefully design the scope, benefits, and plan towards the desired end-state
- Design the organisation in a way that fosters collaboration and drives effective delivery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



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.

Unsuccessful transformations tend to leave *impact* and *change* in the dark



The programme vision and scope are unclear



Long-term value creation is sacrificed over short-term progress



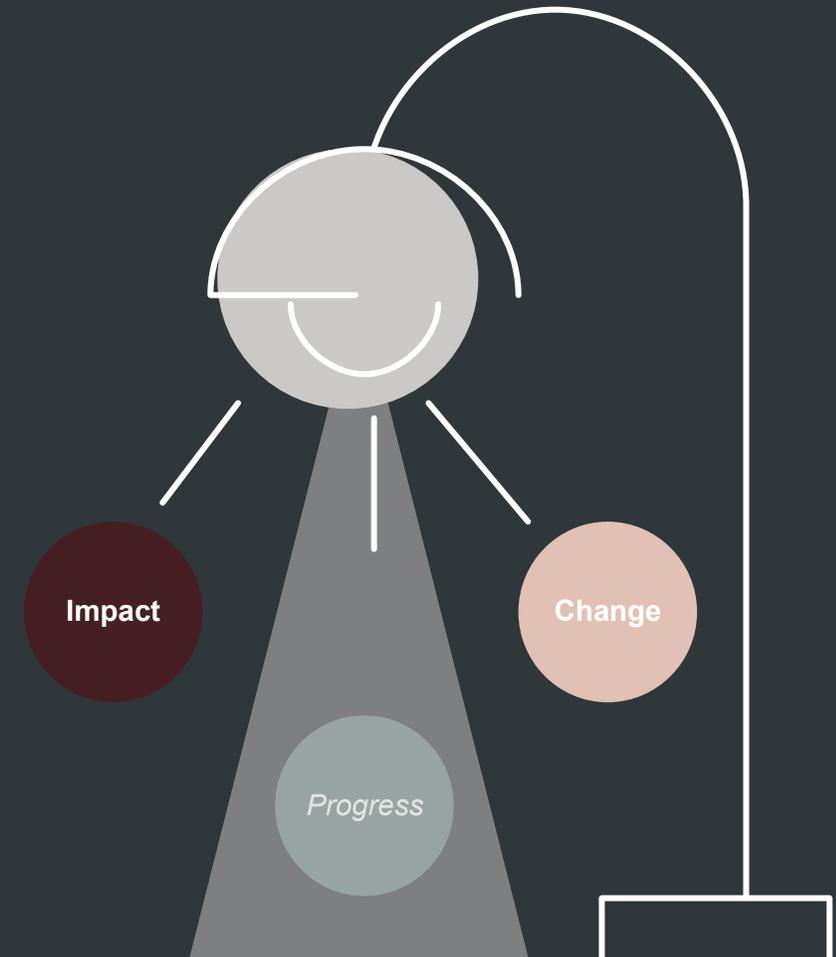
The programme organisation is not set up for effective collaboration



Key resources are not in place as roles are staffed for availability, not capability

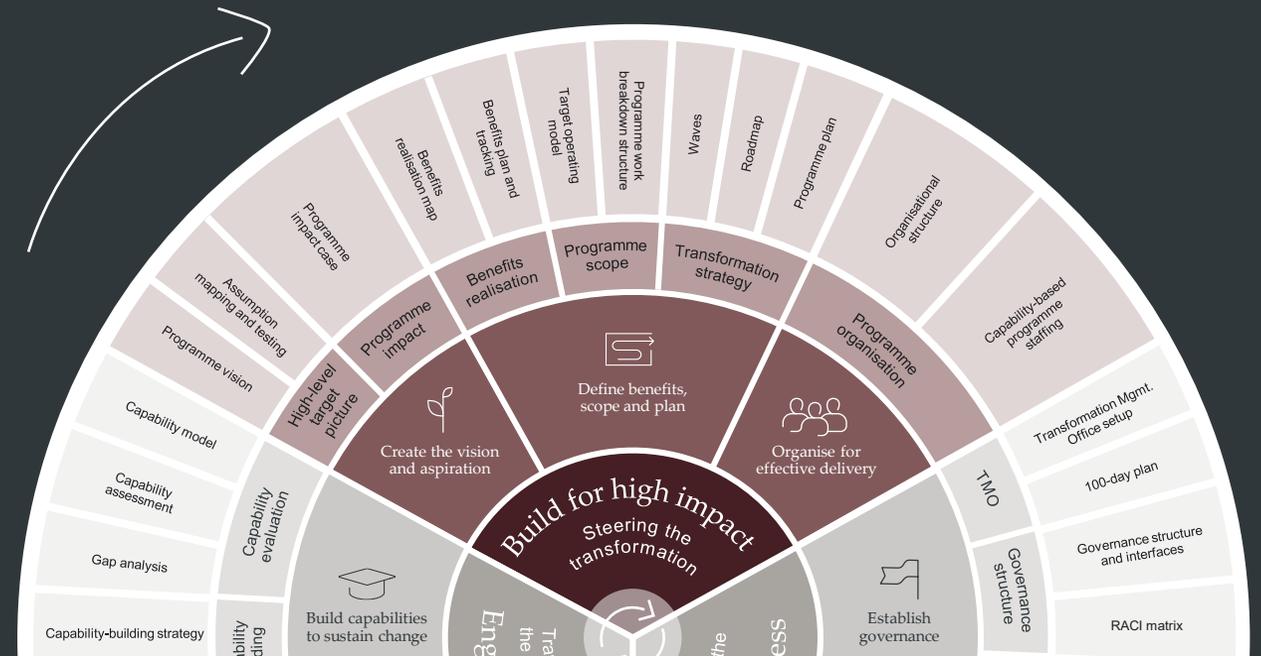


Benefits are unclear and does not drive strategic decisions





Deep dive: *Build for High Impact*



The programme vision is then North Star of the transformation and is a prerequisite for success



A programme vision should describe the *desired future state* and why it matters to the organisation.



Enables reverse-engineering of the transformation towards the defined end state

Supports decision-making focused on value over deliverables



Leadership is aligned

When leaders share an aligned message about the change, outcomes improve significantly.

Links scope, benefits, progress, and reporting together

Sets a shared goal mobilising the entire programme in the same direction

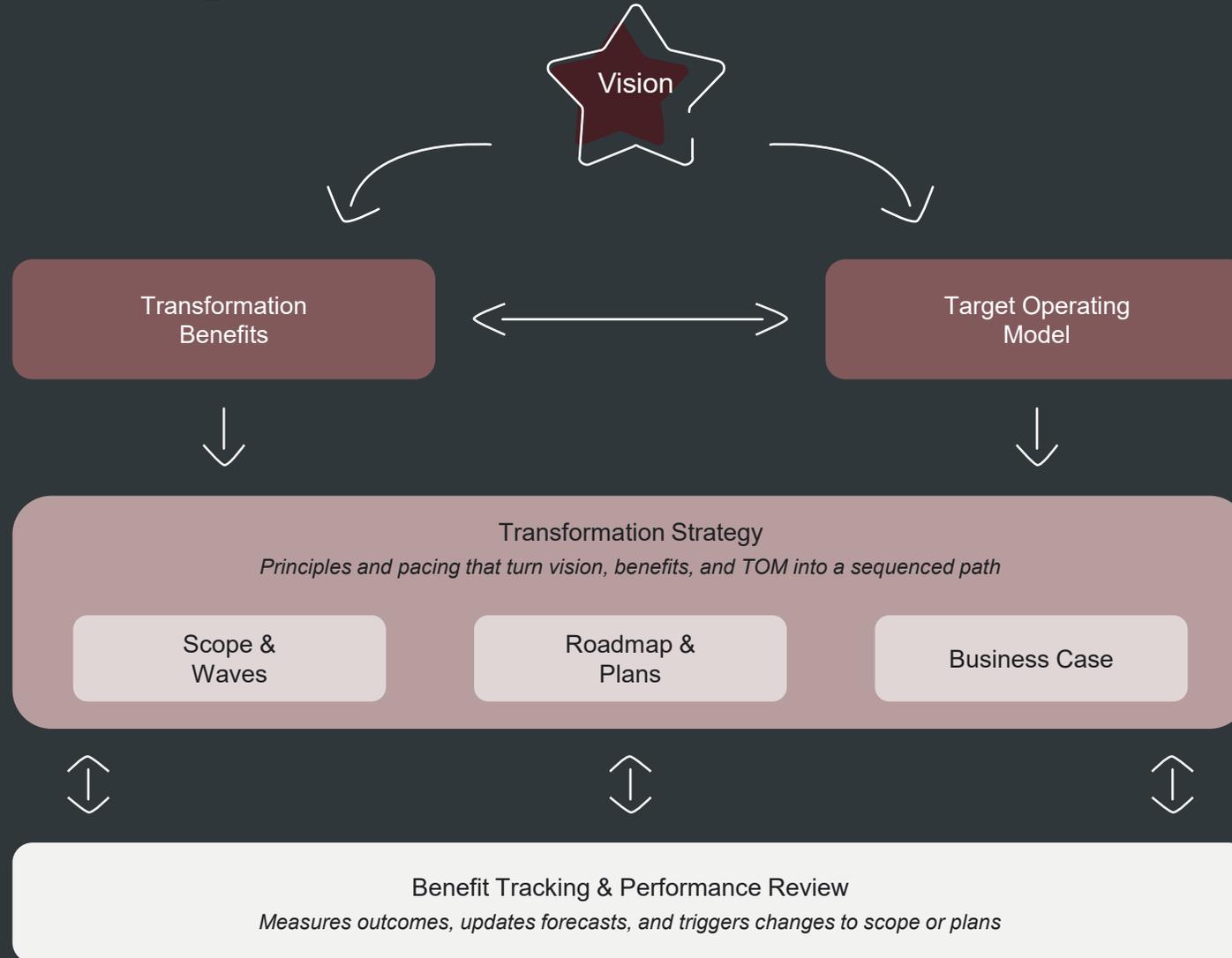


Core story is clear and repeated

When the sponsor tells a clear, consistent vision story, transformations succeed

Creates alignment with the enterprise strategy

The vision sets the direction for how to defined the transformation benefits, scope, and plan



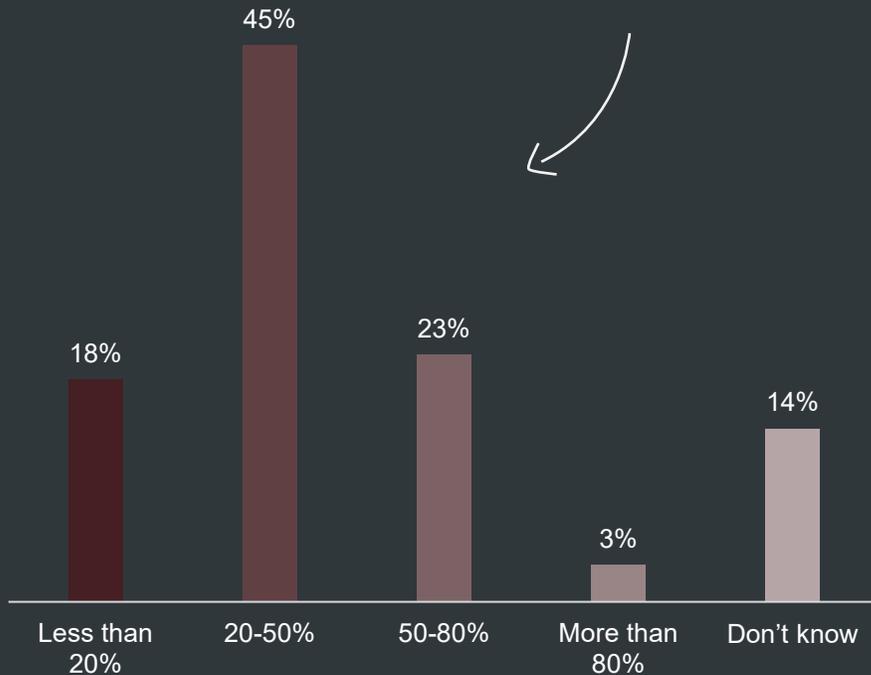
Your transformation will realise 50% of its benefit potential - if you are lucky



Transformation Benefits

Question:

Overall, what percentage of the benefits potential do you think your organisation is realising in your transformations?



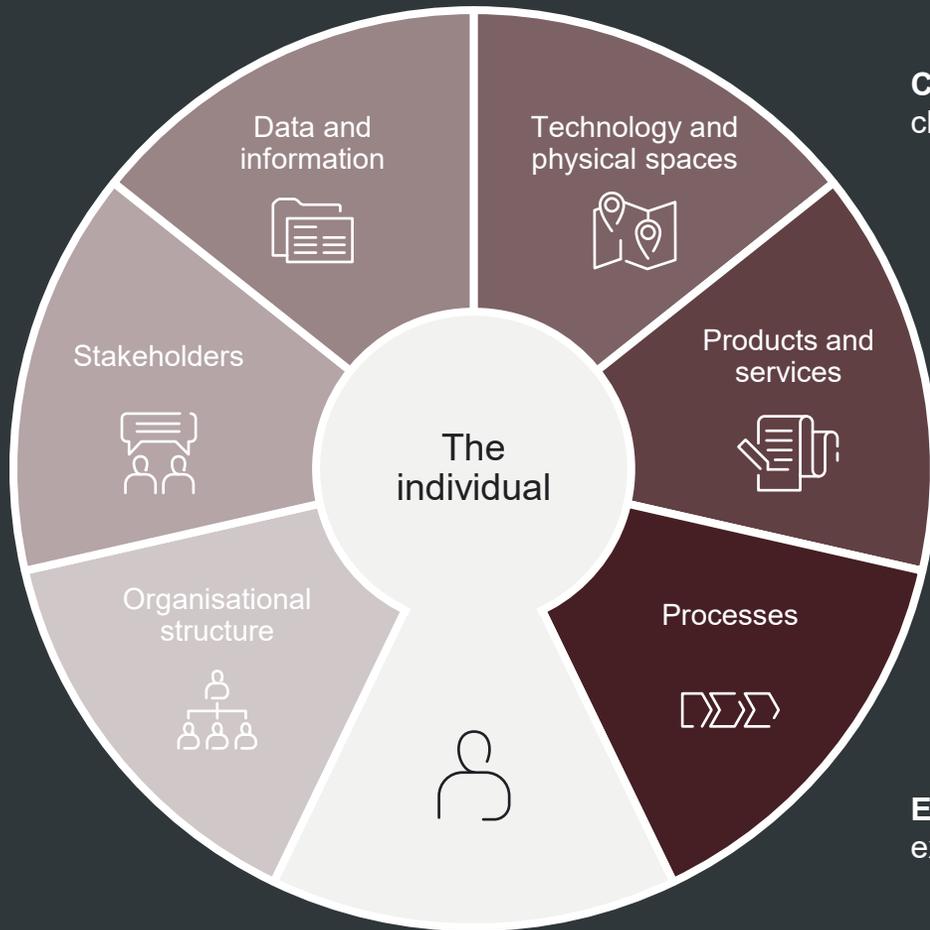
The benefits realisation process is often a “black box” – but it shouldn't be!



Target Operating Model is the future blueprint for how the organisation will run to enable the transformation benefits



Target Operating Model



Connects benefits to daily work, so every role, process, and system change is explicitly tied to the outcomes you promise.

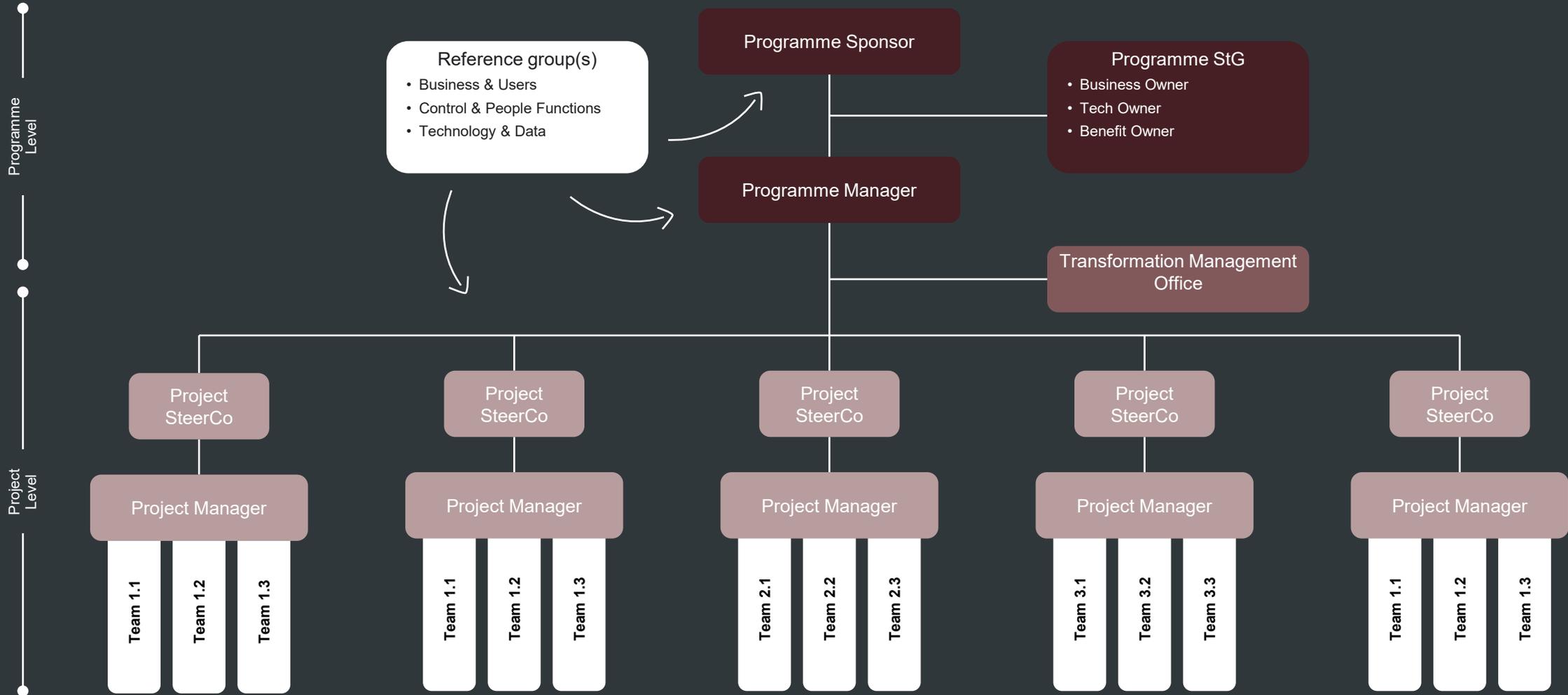
Translates the vision into operating reality, with clear ways of working, decision rights, and service levels people can follow.

Aligns people, processes, technology, and data around value, avoiding tool-only changes that miss real impact.

Reduces rework and delays, because end to end design exposes handoffs, controls, and dependencies before build and cutover.

Enables phased scaling across waves, proving value in one area, then extending the pattern to the next while accelerating adoption.

The programme organisation should enable fast decisions and cross-functional delivery



Staff for desired outcomes, because availability isn't a skillset



We staff for the capabilities needed to design, build, and implement the solution, and to realise the benefits afterwards

Define capabilities



List the roles and skills needed to design, develop and test the solutions now and to run and realise the benefits after implementation.

Run gap analysis



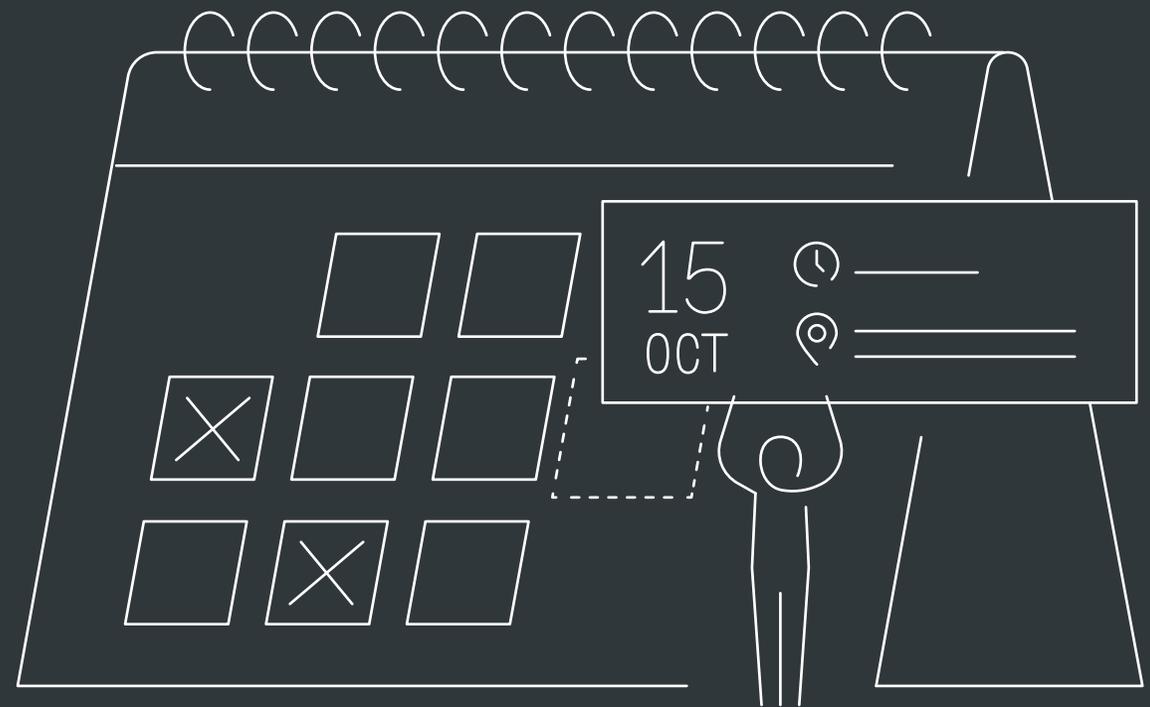
Assess current capabilities against the required to identify gaps. Decide how to close by either build, borrow, buy, or backfill BAU.

Staff capabilities per wave



Assign people who possess the required capabilities and secure their capacity. Confirm allocation, responsibilities, and sufficient onboarding before the wave starts.

Upcoming events



Upcoming events

Press here to
sign up now!



Deep Dive: Drive Progress

December 3rd, 2025 – from 8:30 to 9:15 AM



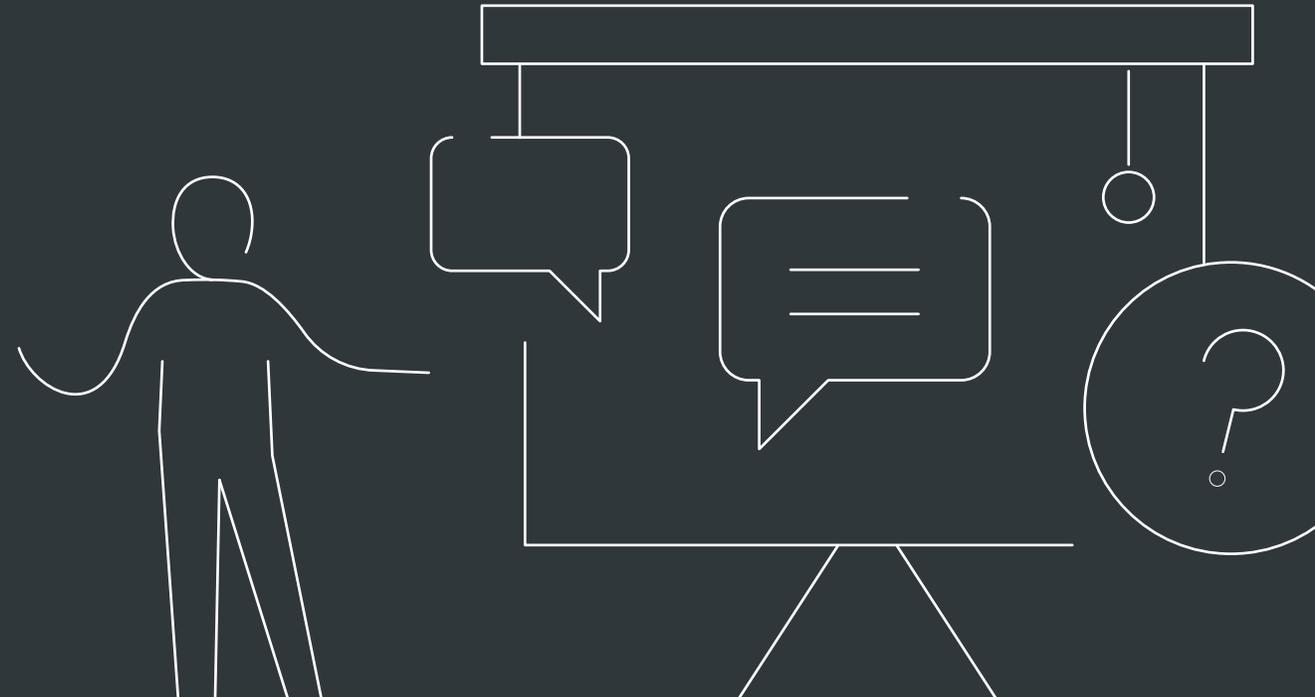
Deep Dive: Engage to Change

February 11th, 2026 – from 8:30 to 9:15 AM



Deep Dive: Programme establishment

April 15th, 2026 – from 8:30 to 9:15 AM





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Transformation Programme Management

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You are invited.

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