

Unlocking the Full Potential of Your Transformation

Deep dive: Drive Progress

Building an effective execution engine through a simple structure, steady cadence, and high level of transparency



Watch the [recording here](#)



Alexander Strange

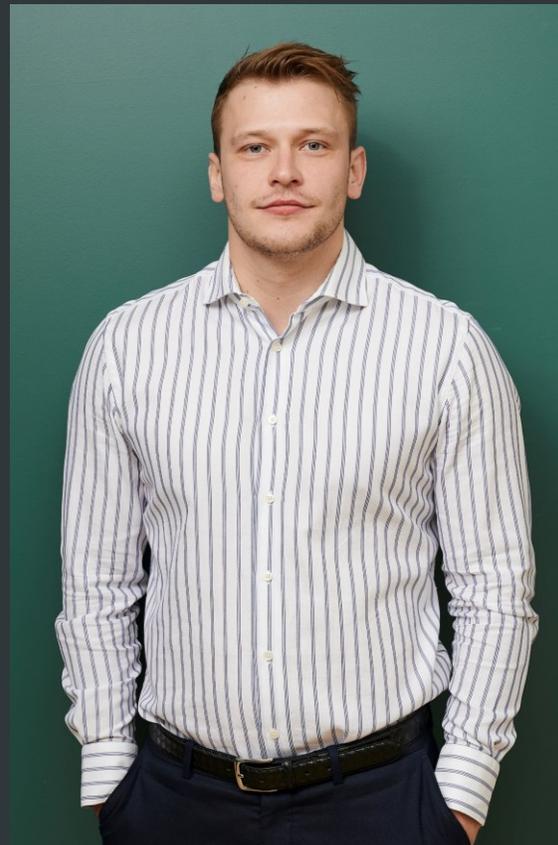


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Agenda



Introduction: Unlock the full potential of your transformation programme



Drive progress

- *Establish governance*
- *Execute with rhythm, control, and support*
- *Deliver project with impact*



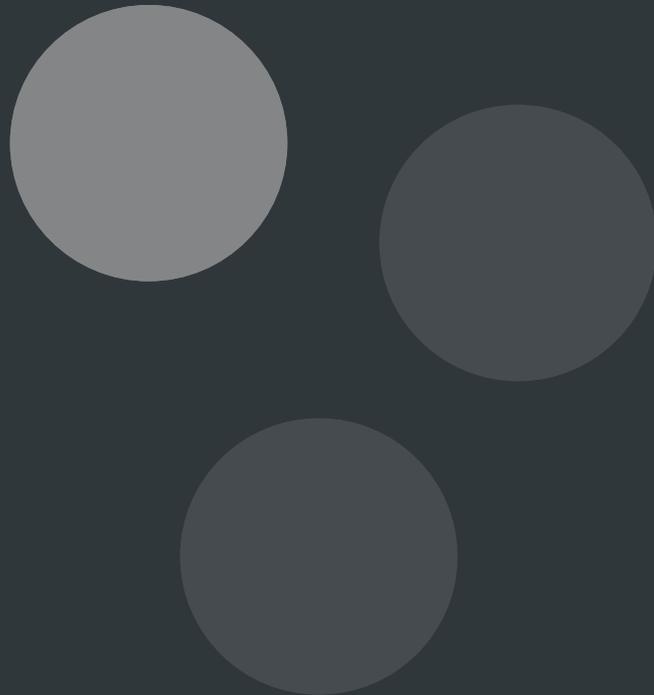
Q&A Session



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%

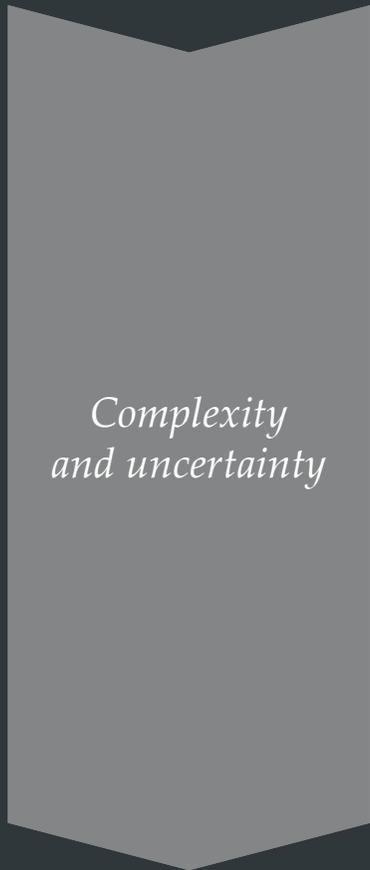
... But only 22% of those transformations are successful both financially and in reputation¹

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



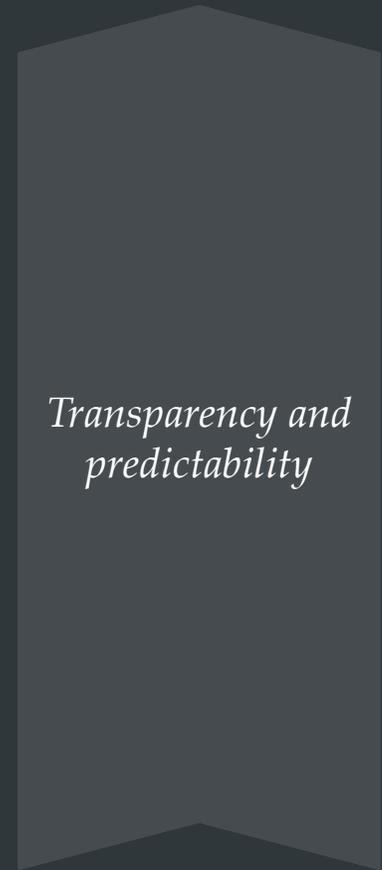
Streamlining execution approach



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

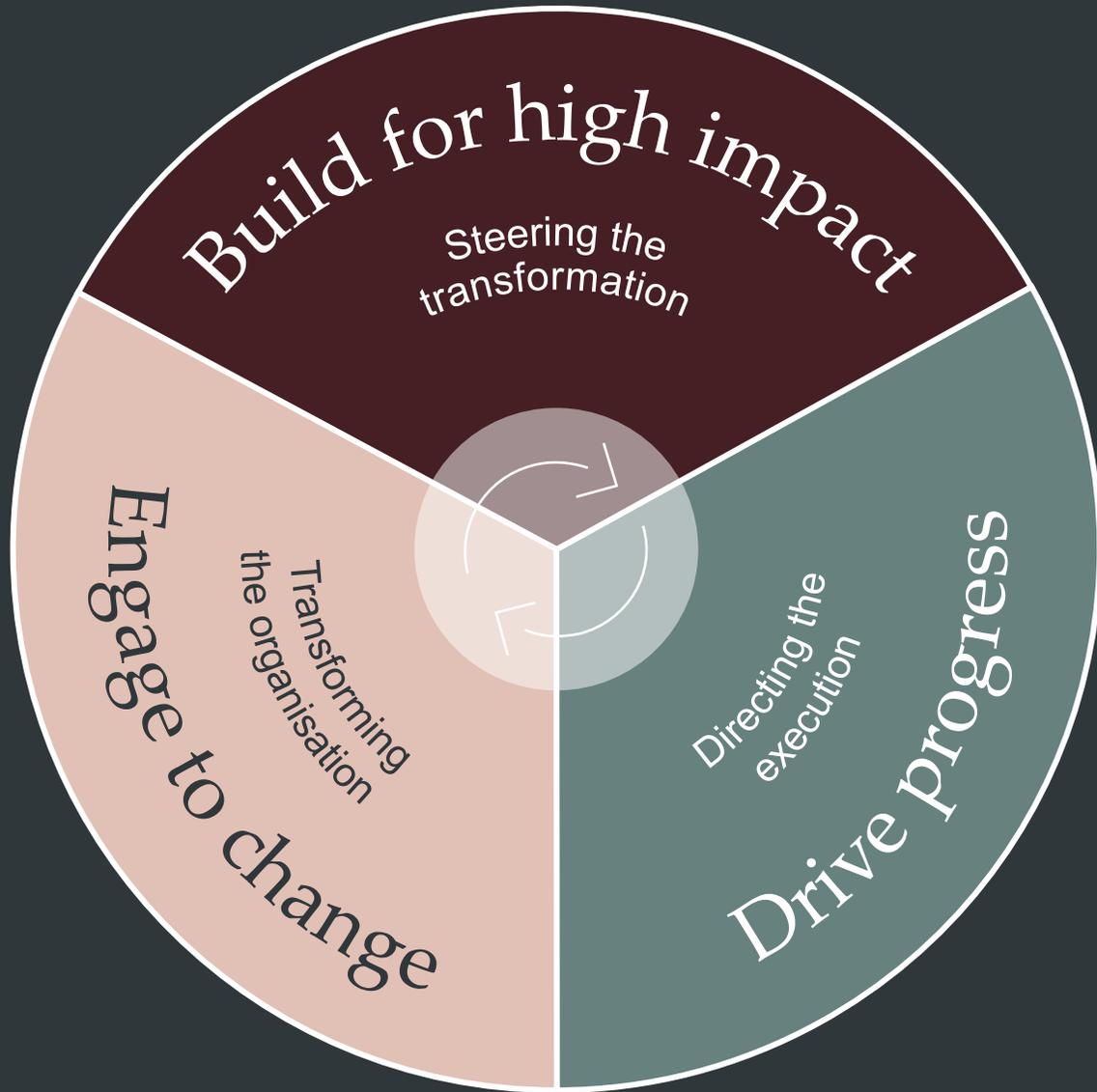
- Efficient execution and decision-making
- Accelerated learning and agility
- Improved coordination and collaboration



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.

The TPM X-ray provide a baseline and strategic roadmap towards the full potential of your transformation



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



Build for high impact

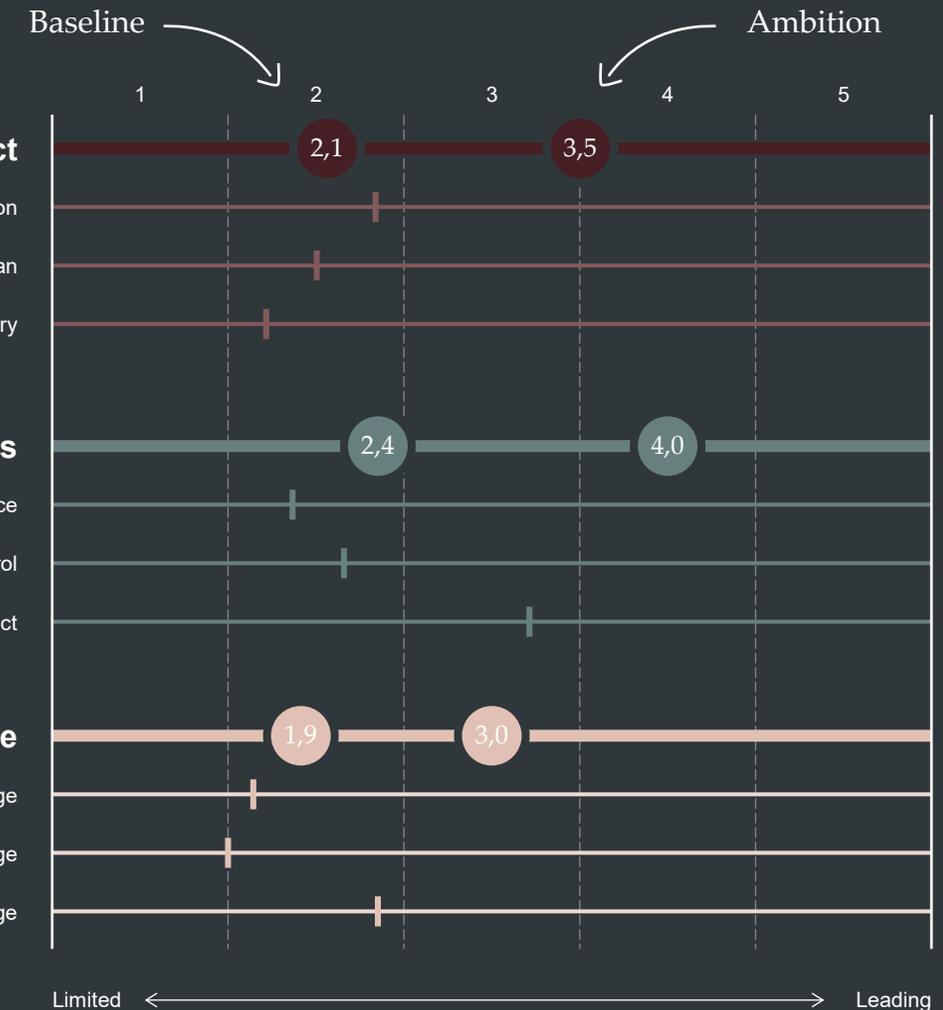
- Create vision and aspiration
- Define benefits, scope and plan
- Organise for effective delivery

Drive progress

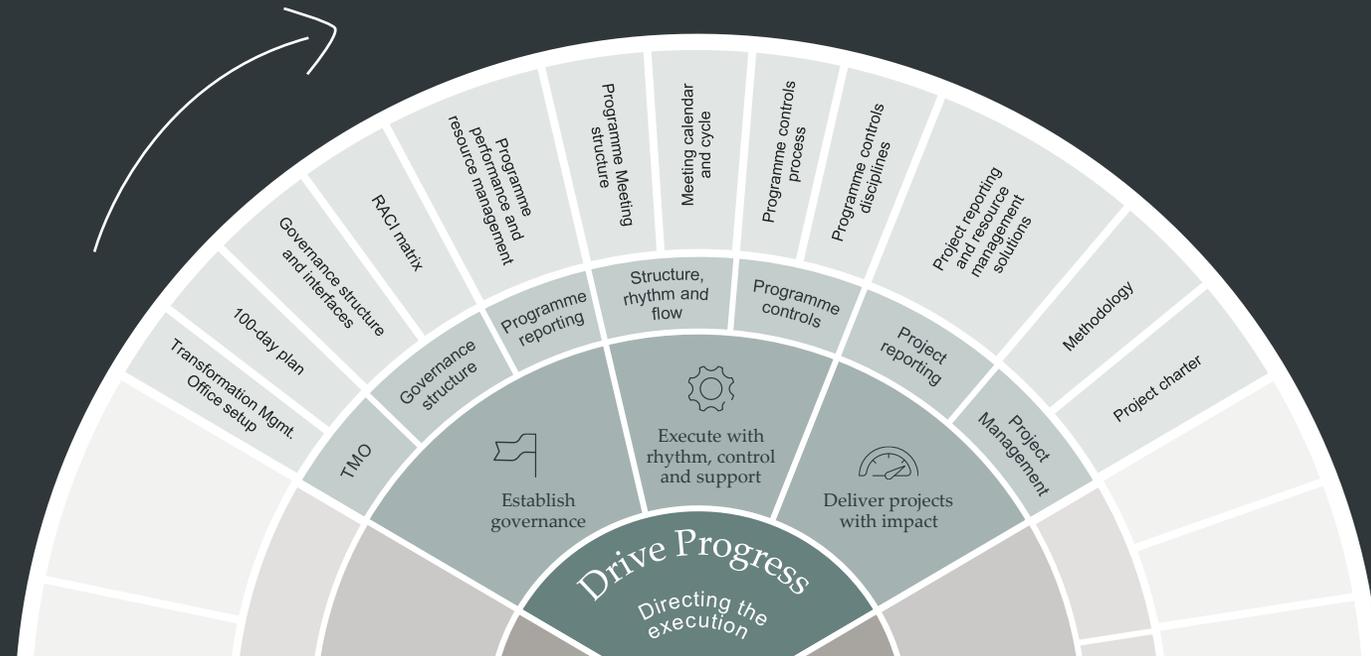
- Establish governance
- Execute with rhythm and control
- Deliver projects with impact

Engage to change

- Prepare for and communicate change
- Help leaders drive change
- Build capabilities to sustain change



Deep dive: *Drive Progress*



Executing transformation is no easy task

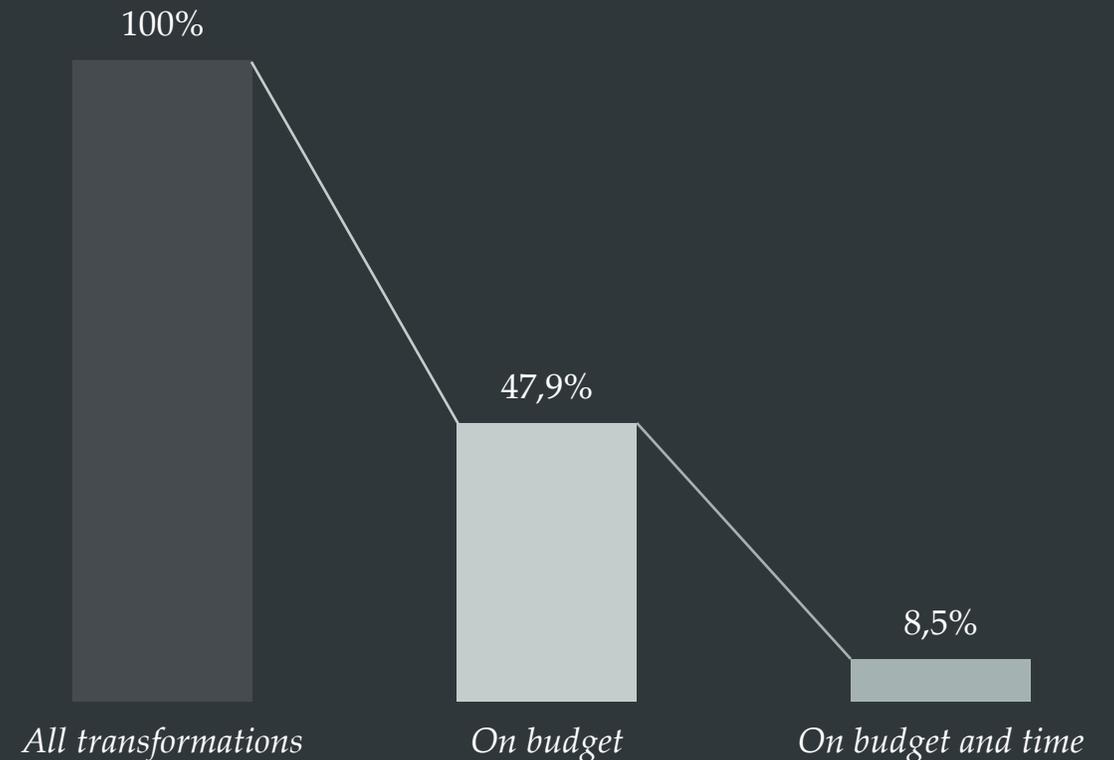


Even in transformations where there is a clear vision and scope, a capable team, and a solid plan ...

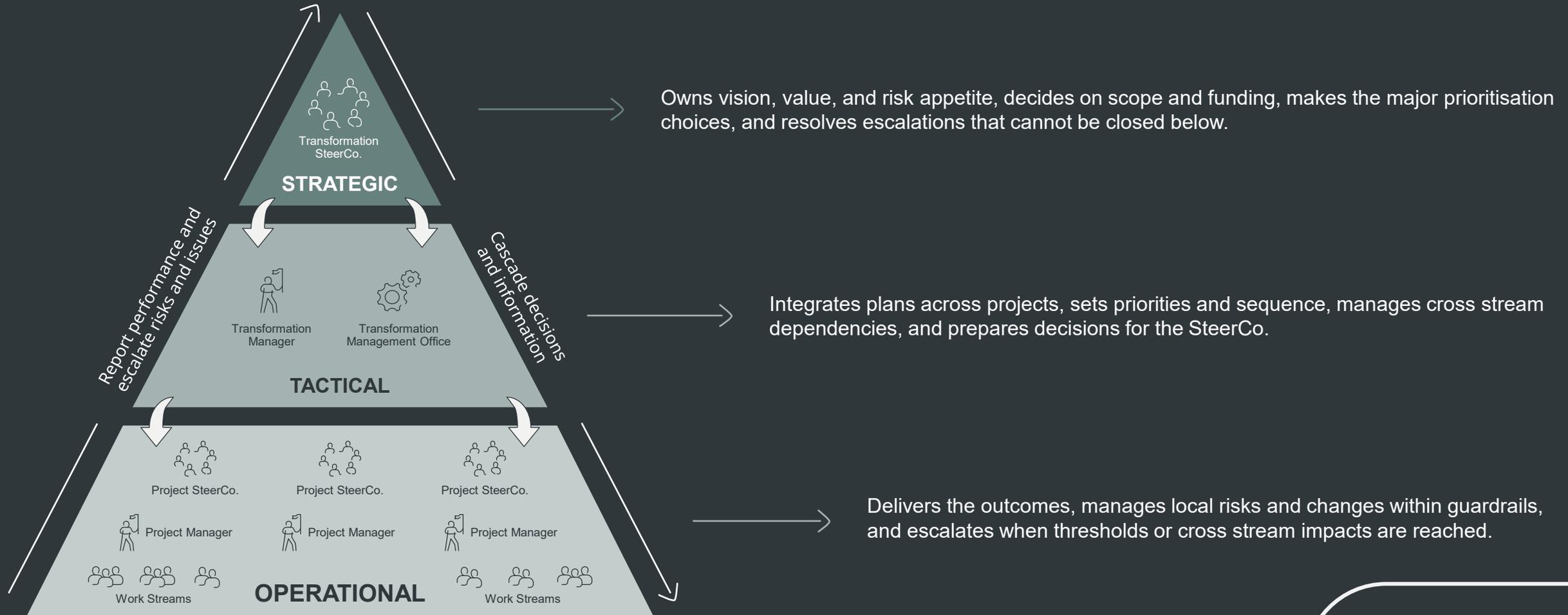


... reality is that ~37% of value is lost during *execution*...

... which both greater costs and longer duration than we expect.



Build forums that *decide*, not just report



Transformation office that turns *governance* into *execution*



Governance cadence and performance management

Ensures disciplined flow of information across all levels, conducts monthly performance reviews and supports gate reviews



Integrated reporting and shared standards

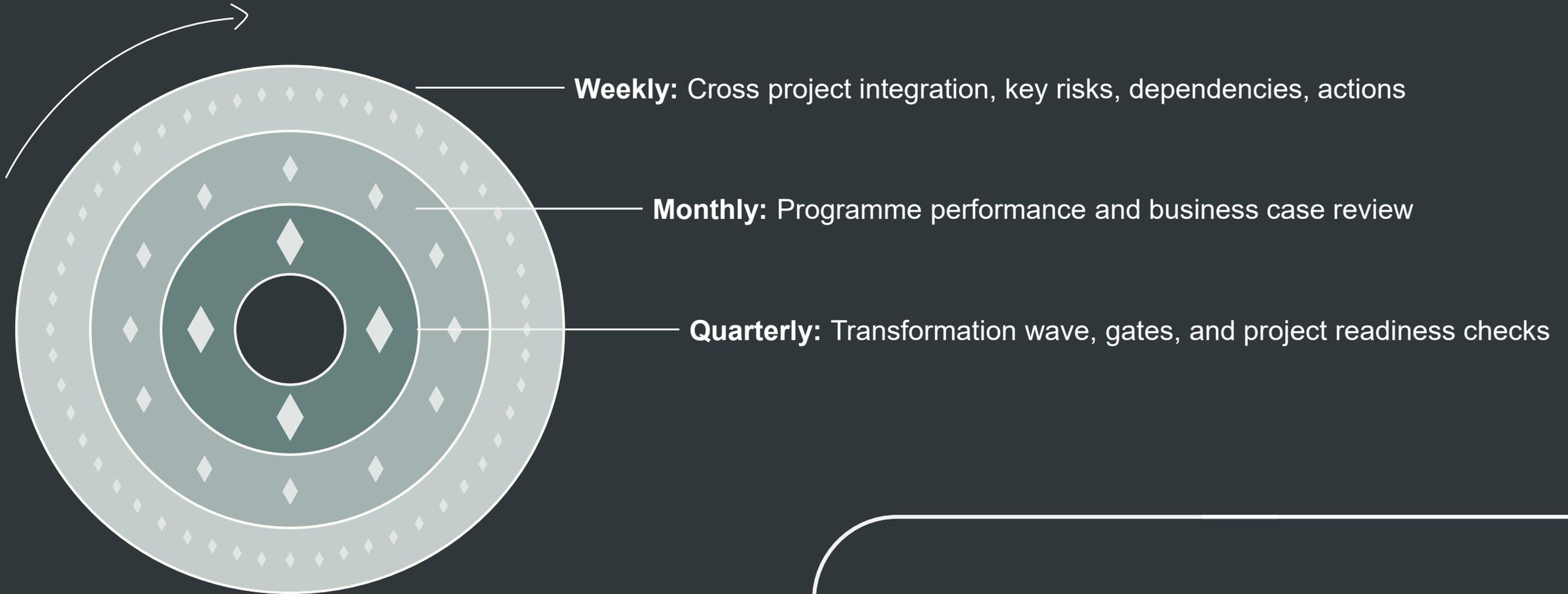
Aggregates project data across scope, cost, risk, schedule etc., defines consistent decision thresholds, and RAGs, and maintains a single source of truth



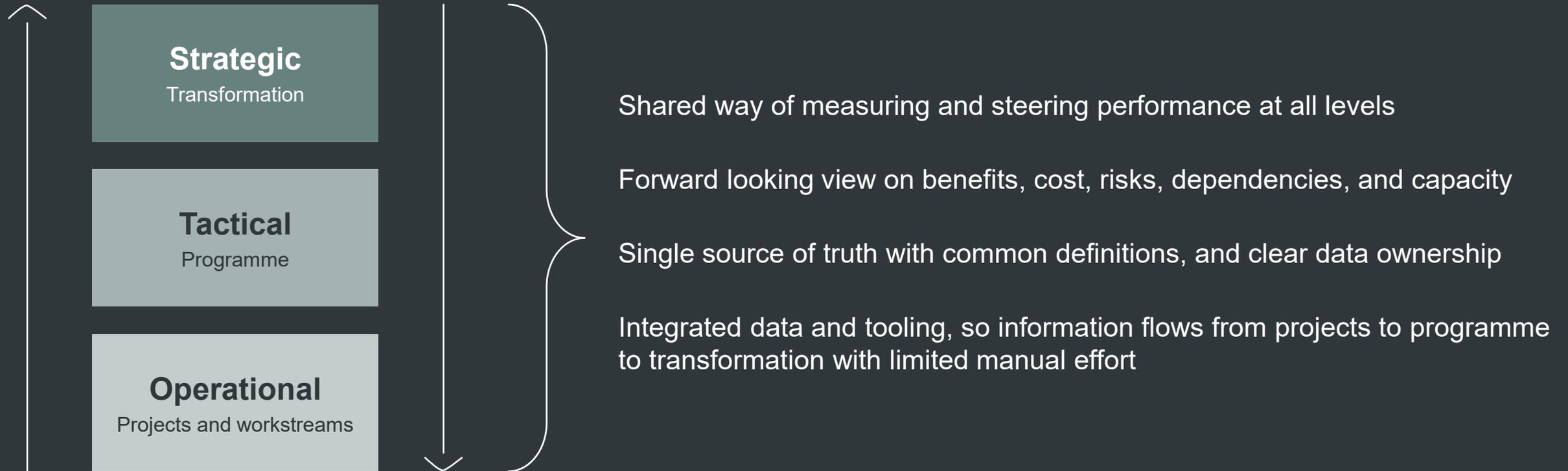
Forward-Looking insights and decision enablement

Provides forward-looking reporting with KPIs and benefit forecasts, prepares clear decision options and impacts, and maintains a transformation-wide decision and change log

A fixed cadence which creates predictability and flow



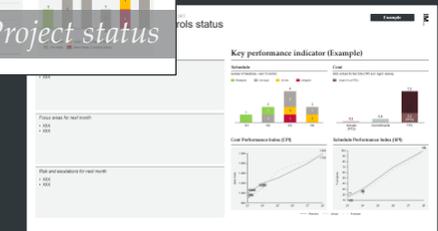
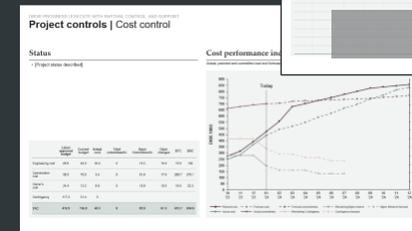
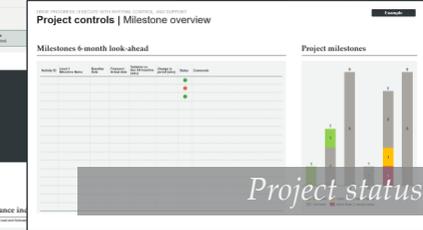
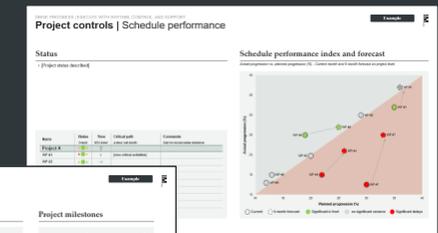
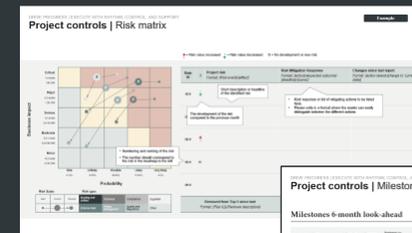
A fixed cadence which creates predictability and flow



Reporting that turns project data into programme *decisions*



- One concise status per project, aligned with the programme cadence.
- Each project status shows current position, recent trend, and next steps to stay or get back on track.
- Same structure and deviation criteria for every project, so updates can be compared and aggregated to programme level.
- Needed decisions are prepared with clear options, impacts, and a recommendation.





Benefits



Cost



Milestones



RAID



Dependencies



Changes



Stakeholders

Project status

Project management that delivers *impact* in every wave



Streamlined methods

All transformation projects must follow a streamlined project model.

Ownership and roles

Clear, well-defined roles and responsibilities with strong accountability.

Adoption and change

Adoption and change are built into delivery, not as an afterthought.

Project practices



Co-location



High allocation



Fixed cadence



Working visually

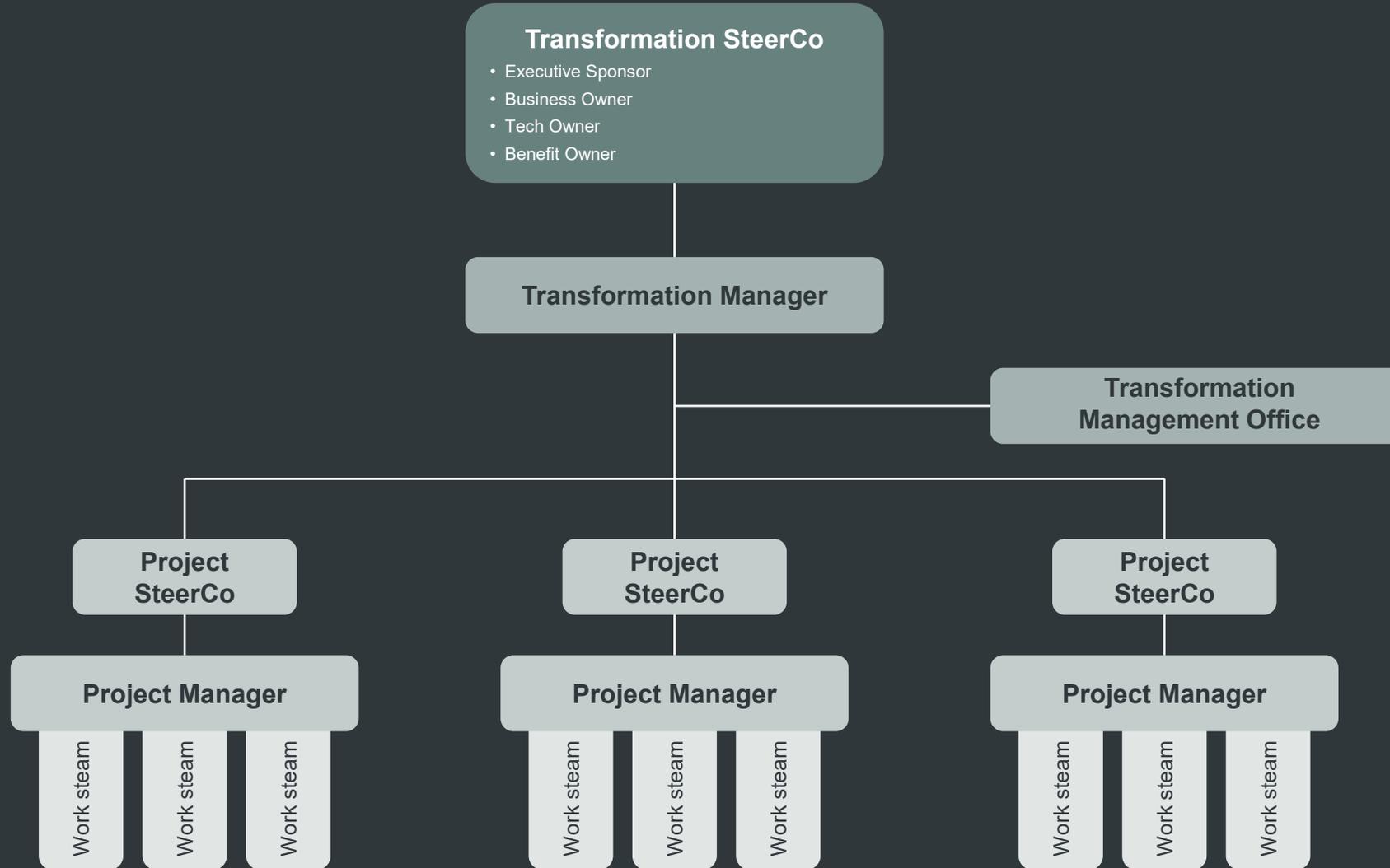


Ownership of impact



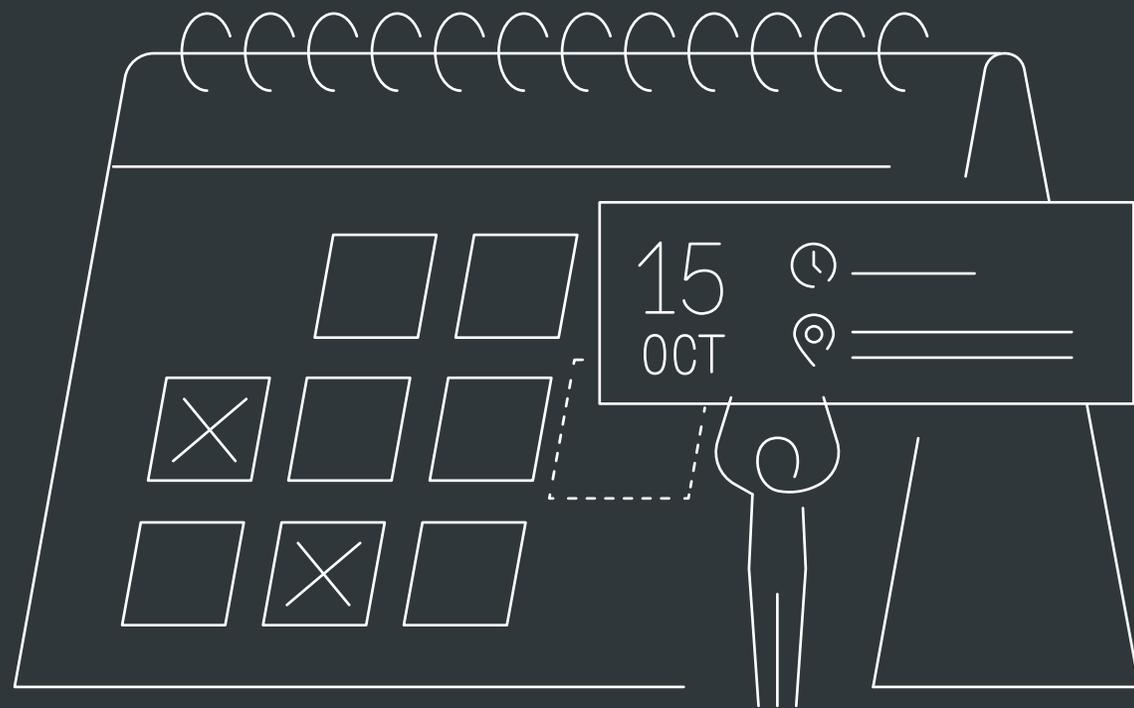
Early involvement

Simple structure, high transparency, and steady cadence





Upcoming events





Upcoming events

Press here to
sign up now!



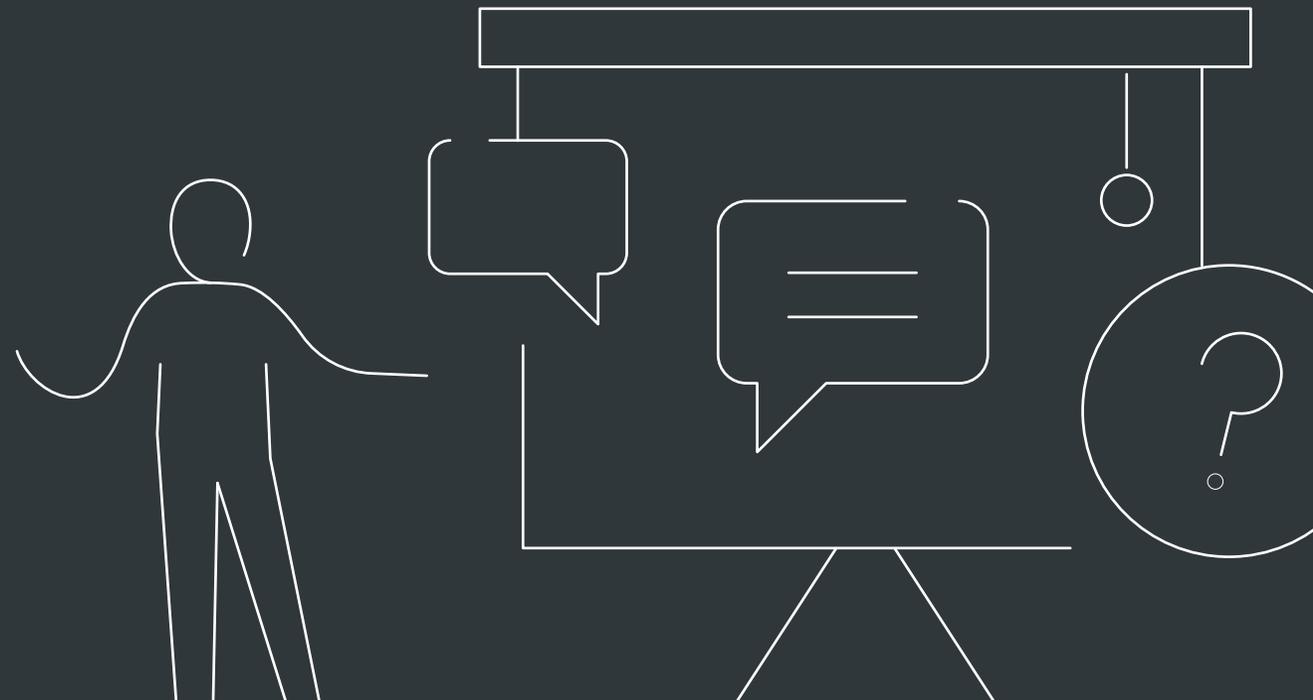
Deep Dive: Engage to Change

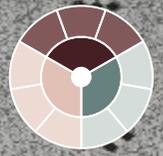
February 11th, 2026 – from 8:30 to 9:15 AM



Deep Dive: Programme establishment

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





IM

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Transformation Programme Management

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You are invited.

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