

# Unlocking the Full Potential of Your Transformation

## *Deep dive: Engage to Change*

Mobilise leaders, engage stakeholders, and build the ownership needed to make change stick



Watch the [recording here](#)



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Our best-practise framework for driving transformation programmes



Engage to change deep dive

- *Typical challenges*
- *Change communication*



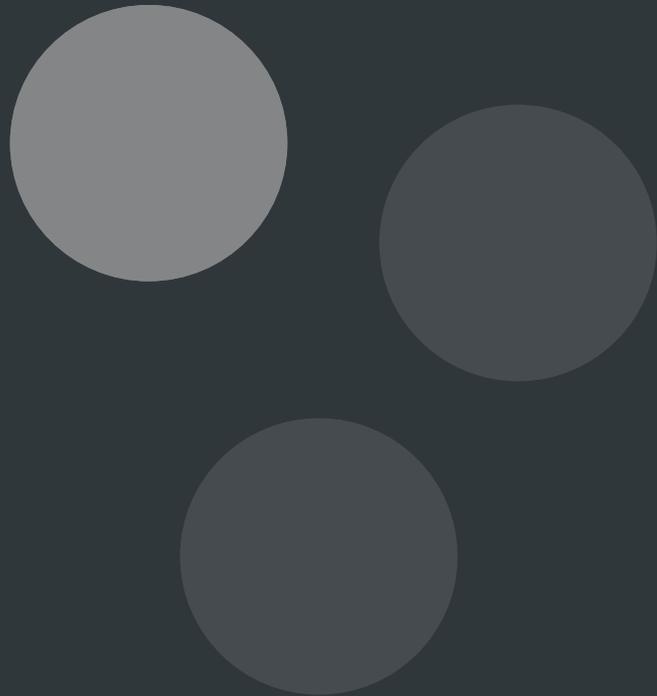
Upcoming events



# 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 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

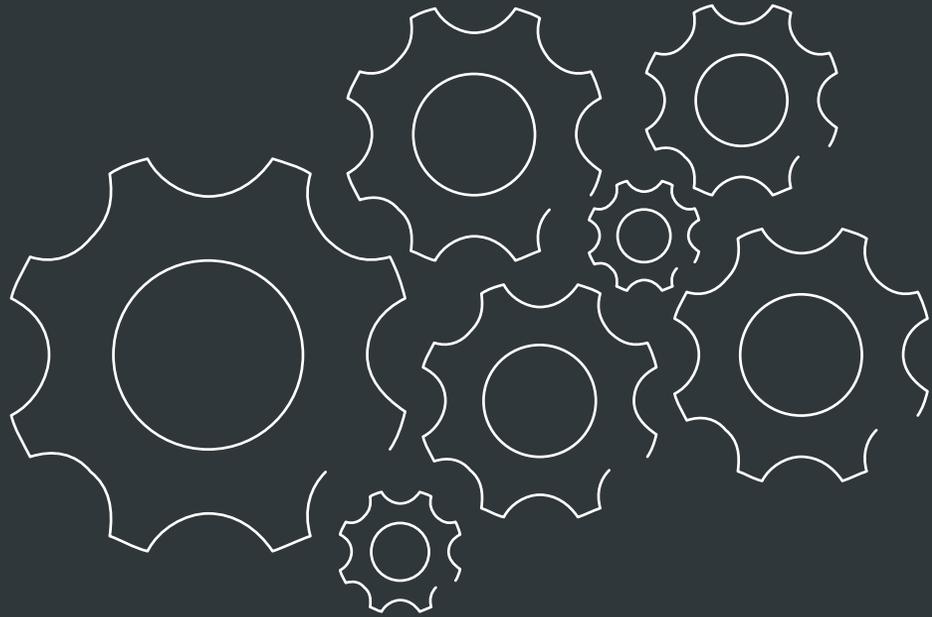


Lack of active ownership and support from senior leadership



Insufficient change mgmt. and communication

Structuring your large-scale transformation as a programme will help you to *minimise the complexity*



## *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

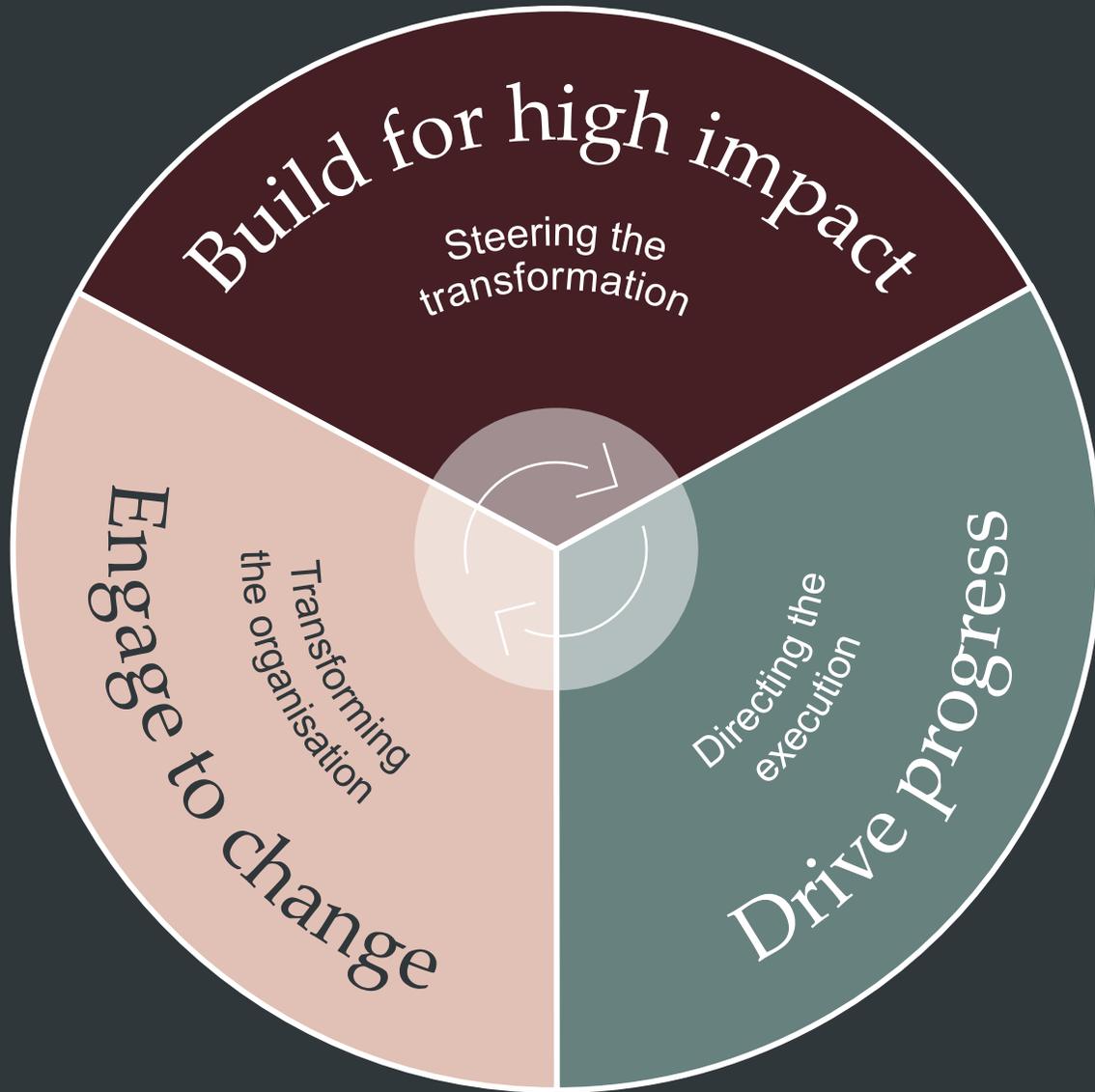
- Efficient execution and decision-making
- Accelerated learning and agility
- Improved coordination and collaboration



### 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*



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

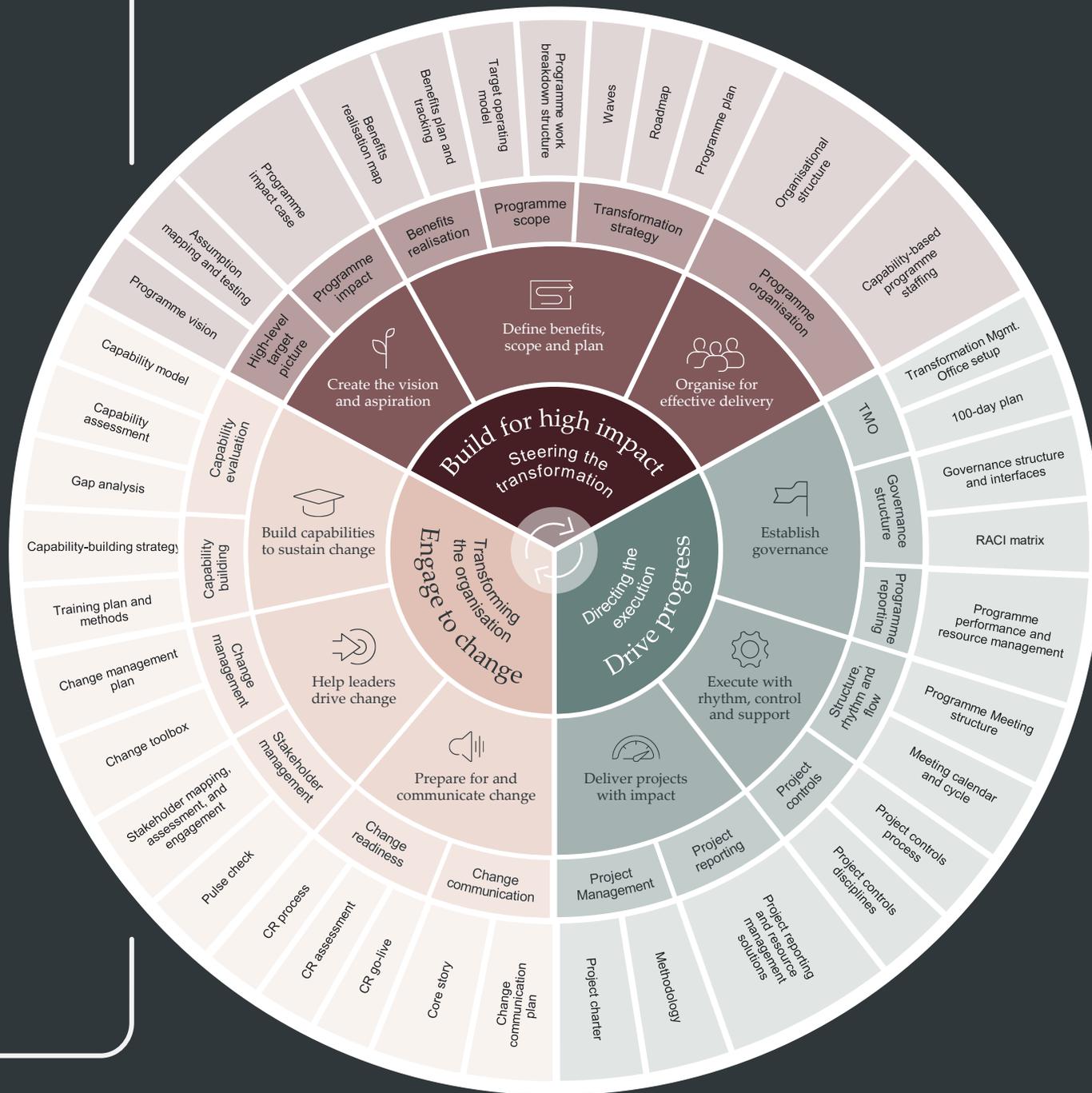
- Establish efficient transformation management support and robust governance structures that base decisions on accurate information and clear reporting flows.
- Ensure an efficient programme flow with an effective control set-up that supports projects in delivering on time, within budget, and to the 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.

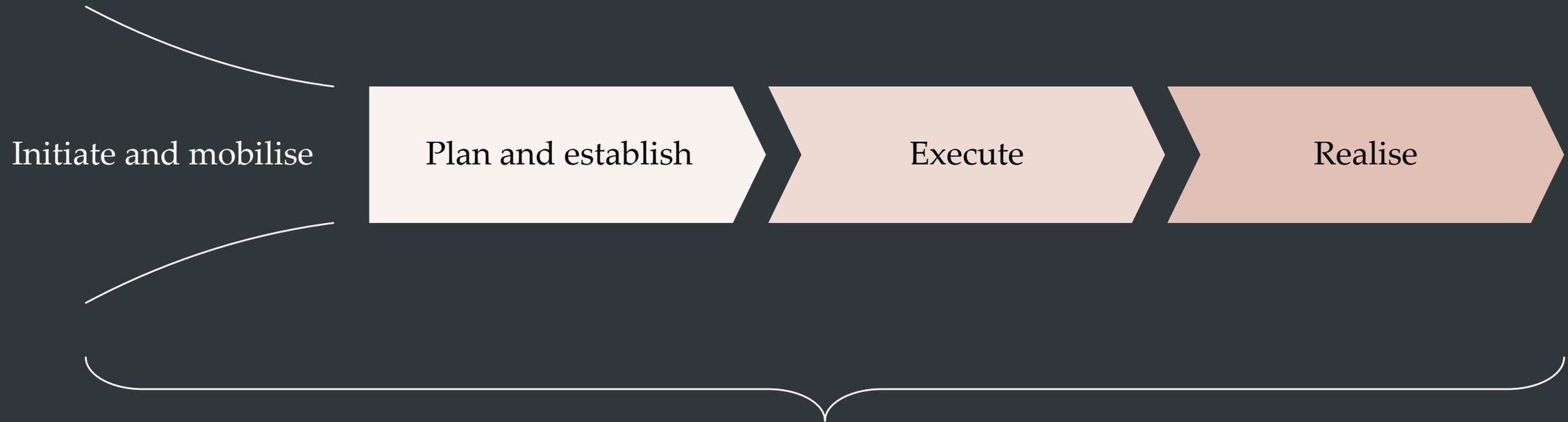
- Foster a culture that enables people to be their best with clear leadership support.
- Engage stakeholders through clear communication and organisational change management.
- Build and sustain organisational capabilities needed to realise benefits.

# Methods, Tools, & Templates

The complete TPM framework involves 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.



# We support transformations across the entire programme lifecycle



Programme initiation and ramp-up



Establish and drive PMOs



Manage and support programme execution



Transformation X-ray of ongoing programmes

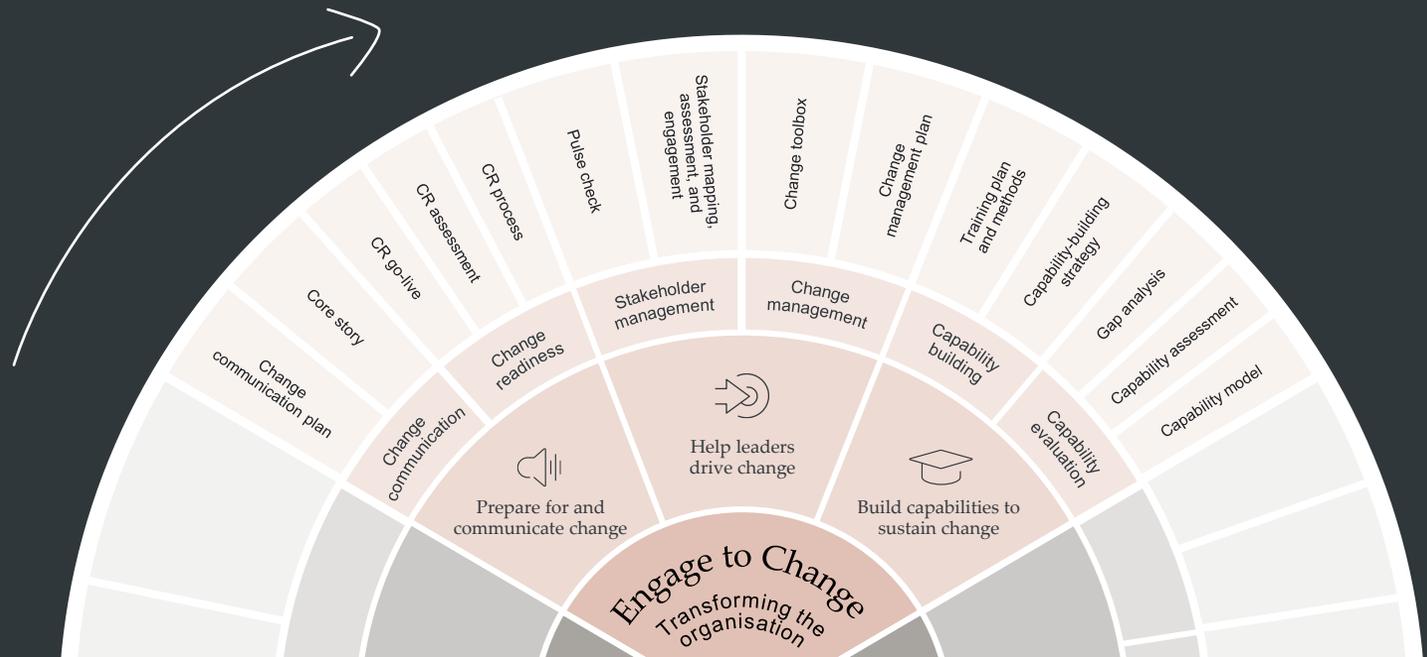


Course correction and improvement offices



Build transformation capabilities

# Deep dive: *Engage to Change*



# Unsuccessful transformations tend to leave *change* in the dark



Change is not embedded and prioritised from the start



Stakeholder needs and impacts are not actively involved



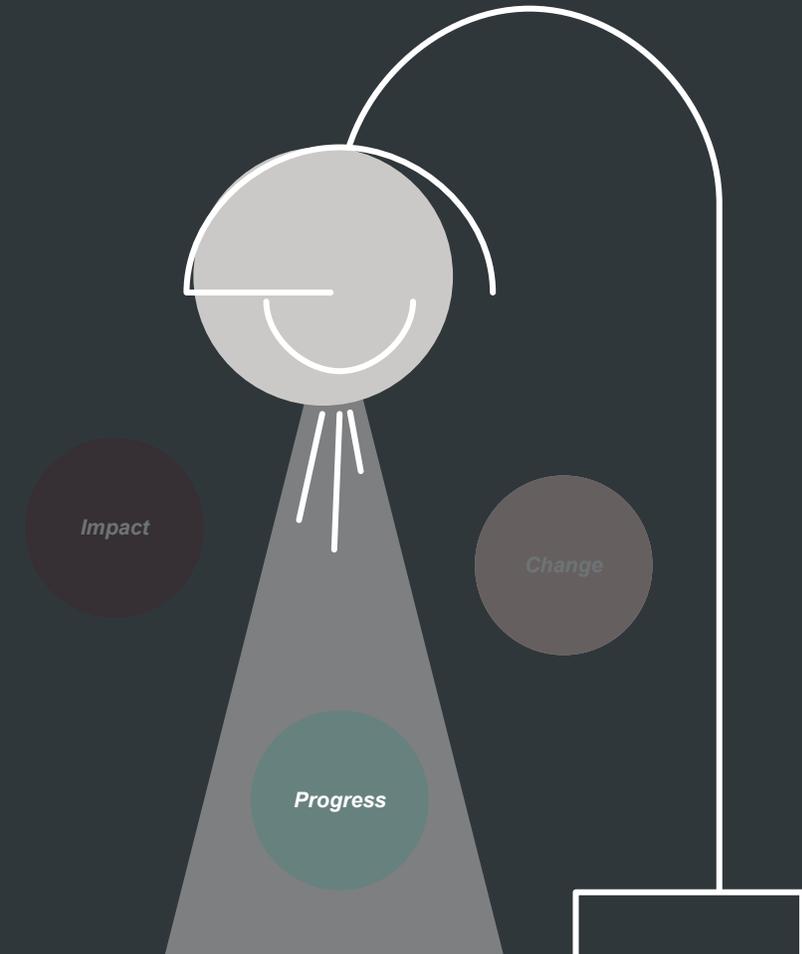
A shared feeling of belonging never forms across the transformation



Resistance in the organisation is surfaced too late to address properly



Sufficient capabilities are not built, so adoption stays fragile



# Change should be a *key priority* from the start and continue throughout the transformation



Initiate and mobilise

Plan and establish

Execute

## Build the foundation early and plan for success

- Shape a clear core story and narrative that leaders can use consistently.
- Assess impacts and readiness so you know where adoption risk sits.
- Map stakeholders and set an engagement plan, not just a stakeholder list.
- Define leadership roles and a change network, so sponsorship is real, not symbolic.
- Assess capability gaps early, so training and support are planned, not improvised.

## Drive change actively throughout the transformation

- Communication and engagement activities
- Leadership and change management become day-to-day behaviours, not slideware.
- Keep a pulse on engagement and adoption signals, and you act on them.
- Build capability as you go, so the organisation can sustain what is being implemented.

 Recurring activities

# We deep dive on the *change communication* part of engage to change disciplines



Initiate and mobilise

Plan and establish

Execute

## Build the foundation early and plan for success

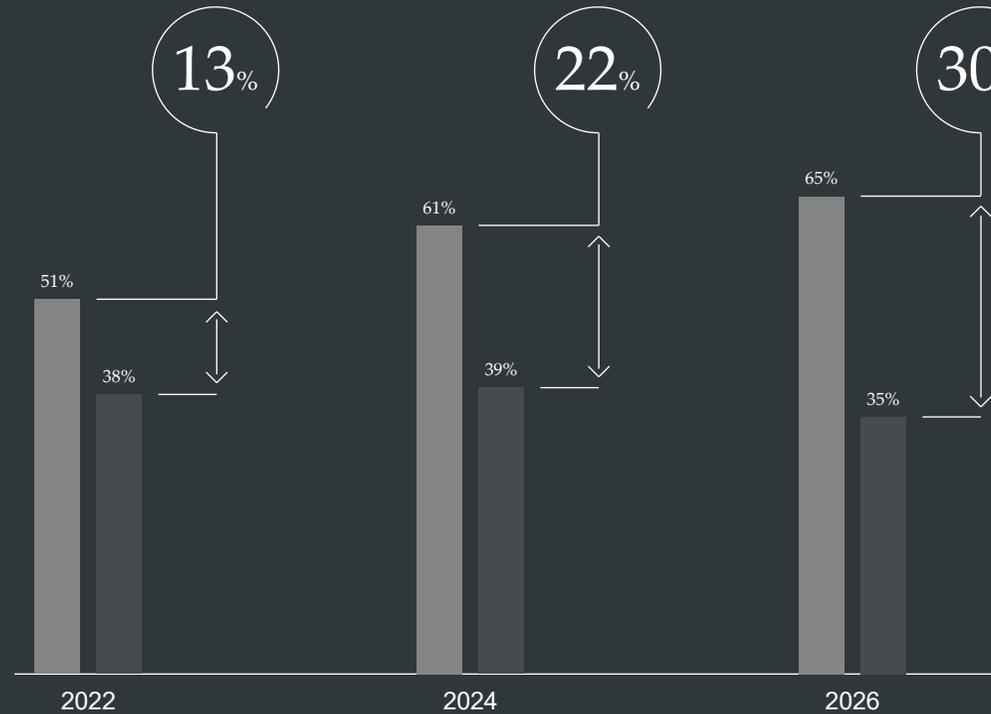
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# There is a *gap* between management and employees, and it keeps growing

*Our recurring change communication x-ray reveal a steady trend: The more confident top managers feel in how change is being communicated, the less supported employees fell by those very same efforts.*

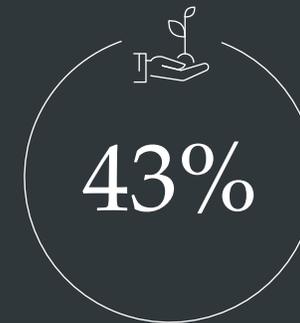


Share of respondents who are overall satisfied with the communications connected to change

# The gap is reinforced by a set of recurring challenges



Management struggle to create room for **dialogue** during the change process



Employees are unsure **how they are expected to contribute** to the change



The **purpose and goals** of the change are not clearly communicated

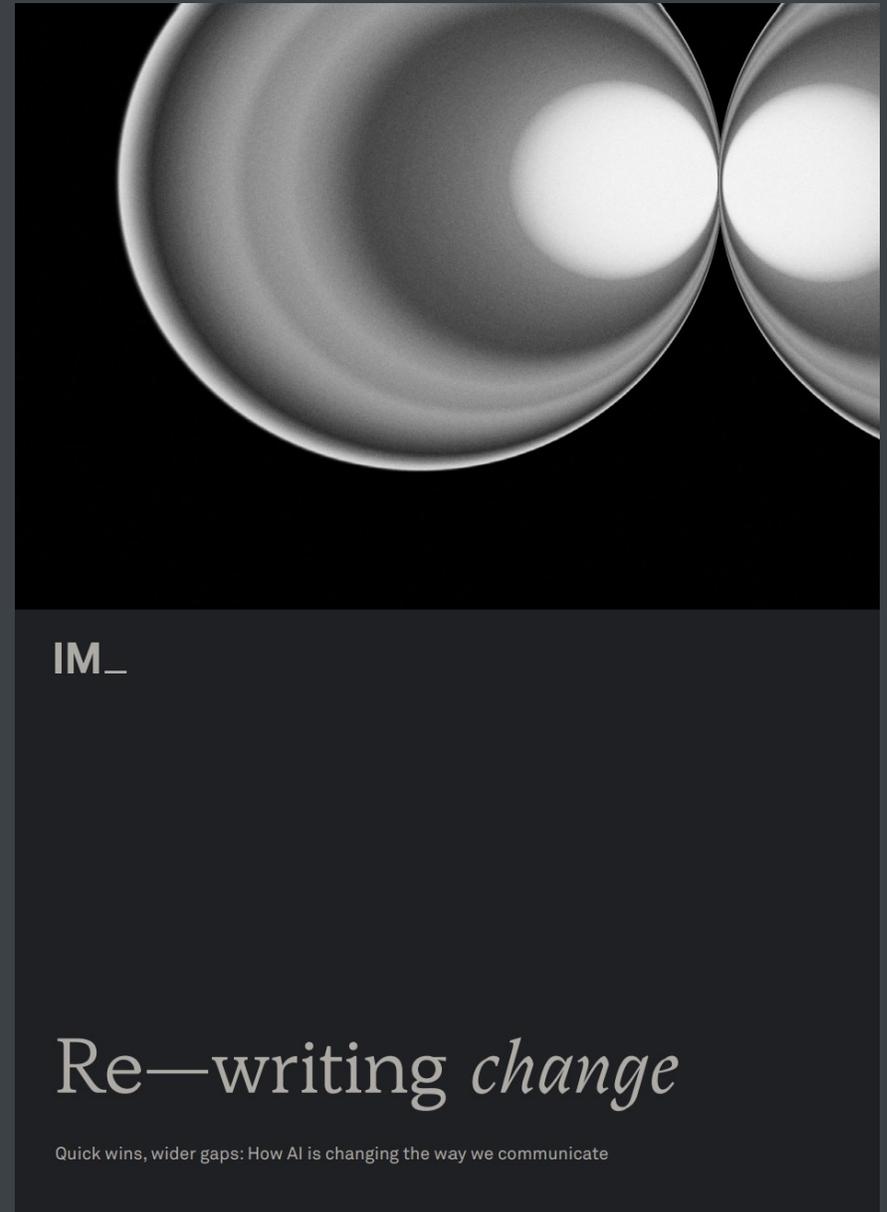
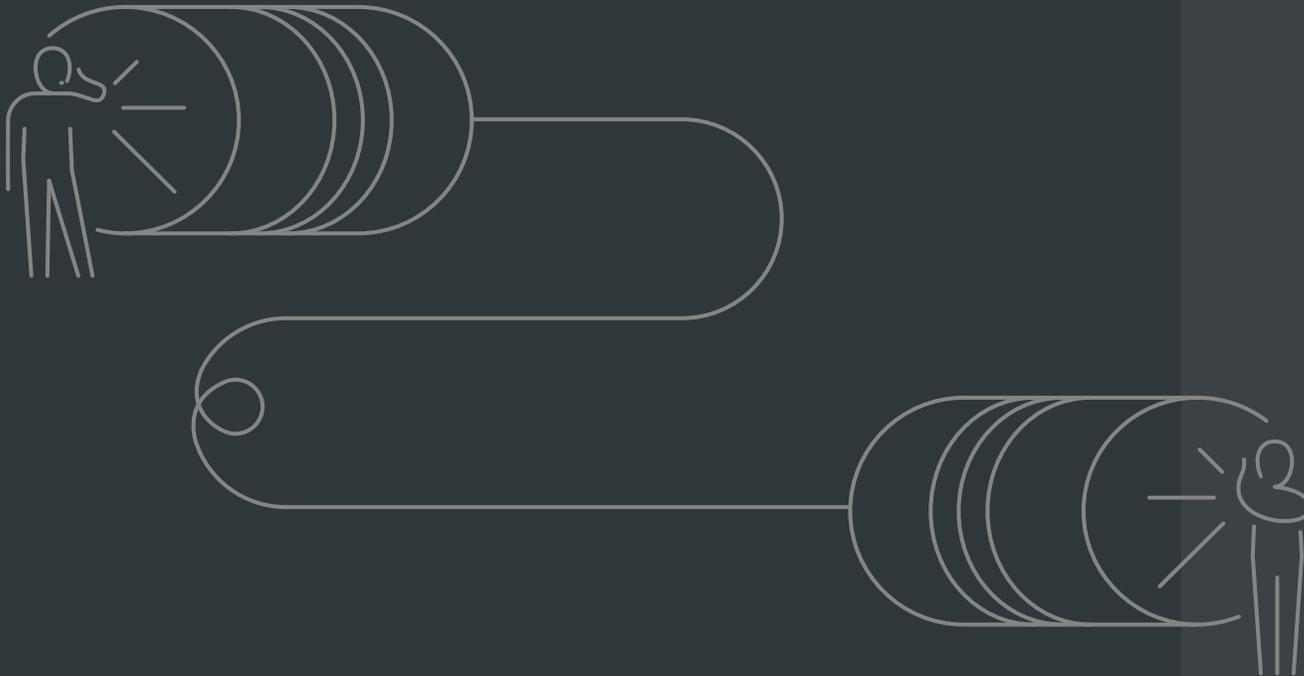


A general **lack of communication** creates uncertainty and misalignment



Low **understanding of the impact** the change will have on the target groups

Press here to read the full Change  
Communication X-ray from 2026



# Proper *change communication* bridges the gap and guides the journey towards the vision



## Core story

A clear, shared narrative that explains why we are changing, what will be different, and what success looks like, creating a common language that aligns leaders and employees and helps the organisation stay oriented towards the vision as priorities and messages evolve along the way.



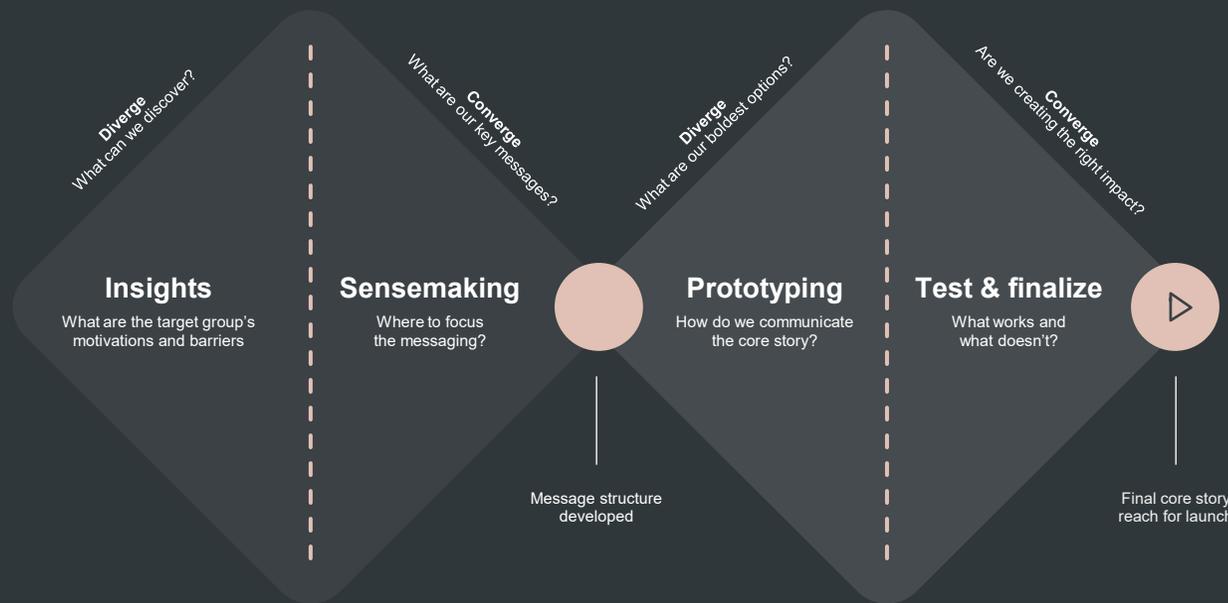
## Engagement plan

A practical blueprint for who to involve, when, and how across the journey, turning the core story into coordinated actions, dialogue, and feedback loops that build ownership, reduce friction, and speed up adoption so the programme can realise benefits sooner and more reliably.



# The core story should be *co-created* to *maximise impact* and ownership

*The core story process brings the right insights into the heart of the narrative, while also strengthening the broader change management approach. It can be shortened or adapted to fit the programme context and timeline.*



A core story will have *great impact* when it is ...

Owned *not* Detached

Simple *not* Complex

Honest *not* Biased

Motivational *not* Rational

Original *not* Generic

# The core story is only the beginning. The engagement plan guides stakeholder groups from awareness to reinforcement



## An effective engagement plan turns the core story into behavioural change

The core story sets the direction, but it is only the beginning.

The engagement plan translates the story into the full transformation journey, moving leaders and employees step-by-step towards the desired behavioural change.

Built on the ADKAR model, it is tailored to key stakeholder groups, recognising that each group starts from a different place and therefore follows its own ADKAR journey. T

he plan outlines how we create Awareness, build Desire, develop Knowledge, enable Ability, and secure Reinforcement, using the right activities, channels, and touchpoints for each group at the right time, creating shared momentum, stronger ownership, and faster adoption that makes benefit realisation more likely.

A



Townhall & roadshows



Leadership & ambassador events

D



Action plans & conversation guides



Campaign materials & nudging

K



Team workshop & hackathons



Intranet, newsletters & FAQ

A



Training & gamification

R

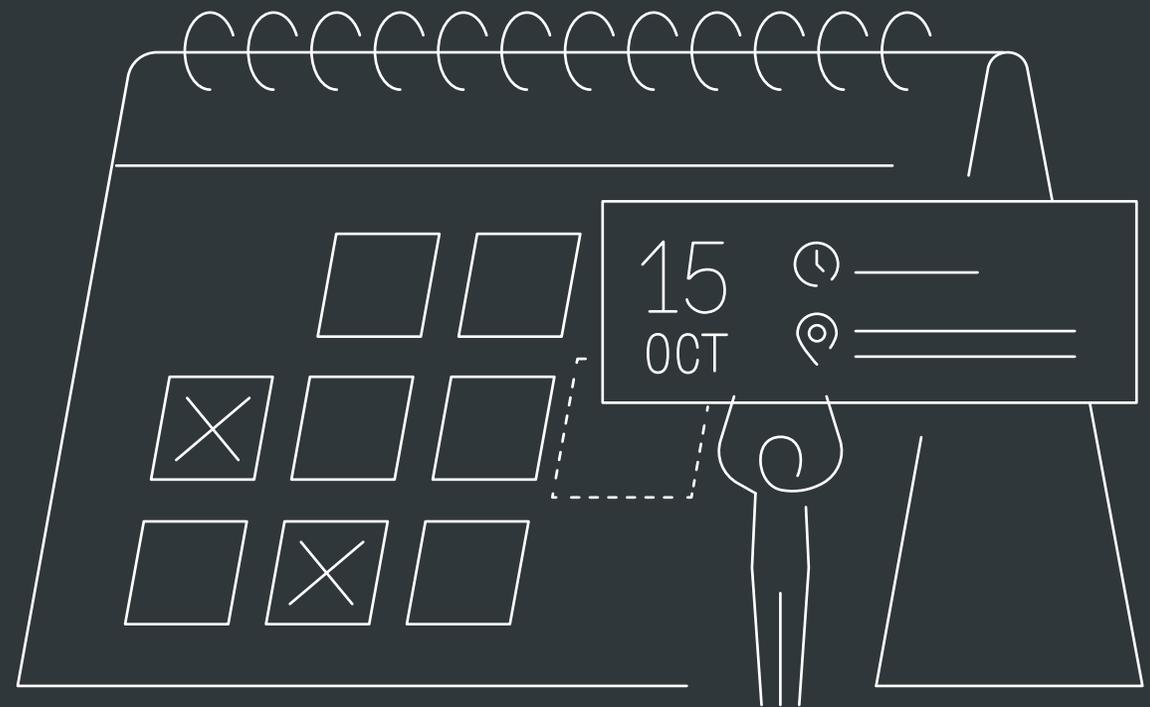


Employee testimonials



Transformation follow-up

# Upcoming events



# Upcoming events

Press here to  
sign up now!



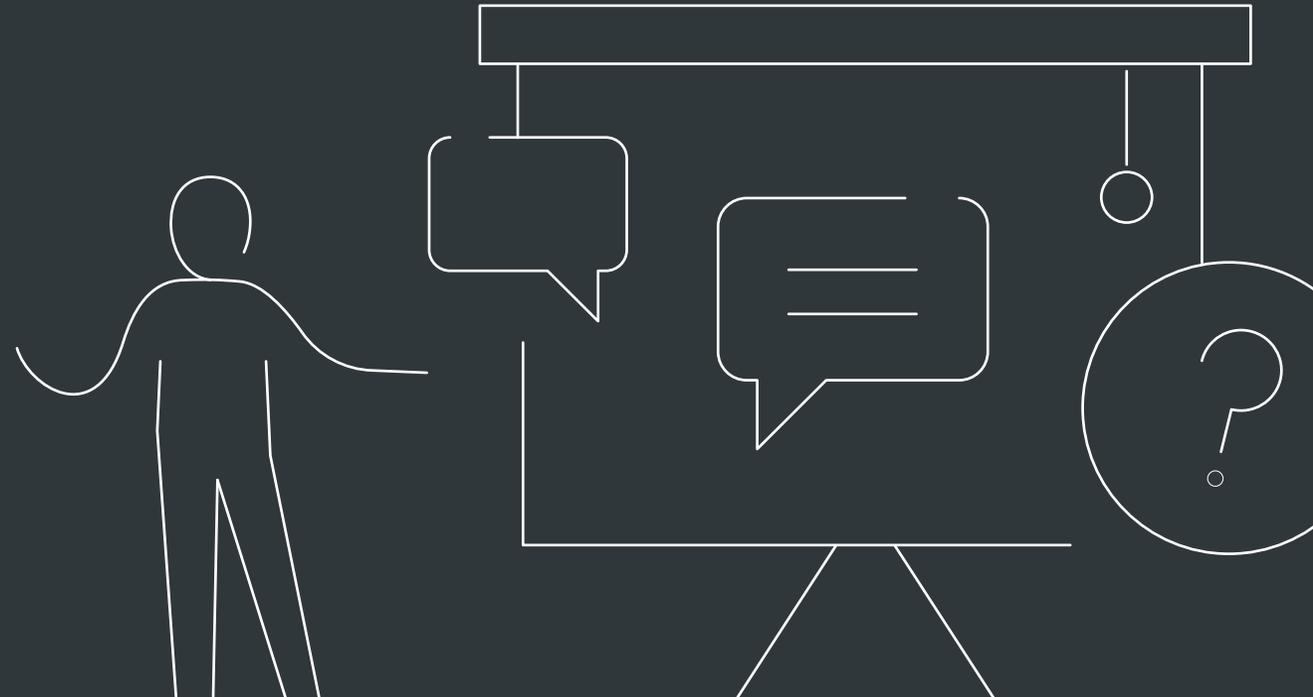
## Deep Dive: Capability Building

April 15<sup>th</sup>, 2026 – from 8:30 to 9:15 AM



## Deep Dive: Transformation initiation

Juni 3<sup>rd</sup>, 2026 – from 8:30 to 9:15 AM





# Implement Consulting Group

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# You are invited.

Implement Consulting Group