

Unlocking the *full potential* of your transformation

Implement Transformation Programme Management

Passion for Projects 2026

A unique transformation partner



Casper Hansen

 **Implement Consulting Group**
Engagement Manager

.....
Part of Implement's Strategy Execution practice
Co-developer of IM_ Transformation Mgmt..
BA in Business & Project Mgmt., CBS
MSc in Strategy & Leadership., CBS
.....

Please feel free to reach out!



CAHA@implement.dk



[CasperHansen94](#)

11

Office locations

6

Different countries

1,800+

Employees

450+

Articles published

30+

Book published

8+

Average years of experience

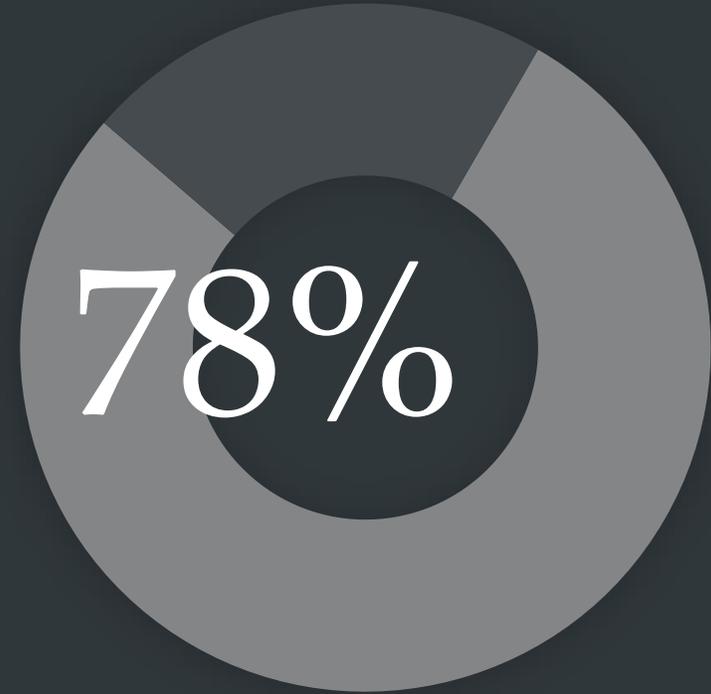
Our best-practise framework for driving transformation programmes



A donut chart with a dark grey outer ring and a dark grey inner circle. A light grey segment is cut out from the top right of the inner circle. The text '1 in 3' is centered in the dark grey area.

1 in 3

organisations has a
large-scale transformation
underway at any given time



*of transformations are
unsuccessful*

of transformations are unsuccessful



CEOs would rather resign
than lead another large-scale
transformation

” Transformations don't just *go* wrong.
They *start* wrong!

In our experience, unsuccessful transformations tend to leave *impact* and *change* in the dark



Vision, scope, and benefits are unclear and does not drive strategic decisions



Organisation is not set-up to collaborate effectively across



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



Ineffective governance with unclear roles and responsibilities



PMO lacks clear mandate, structure, and impact



Low transparency in reporting and resource overview



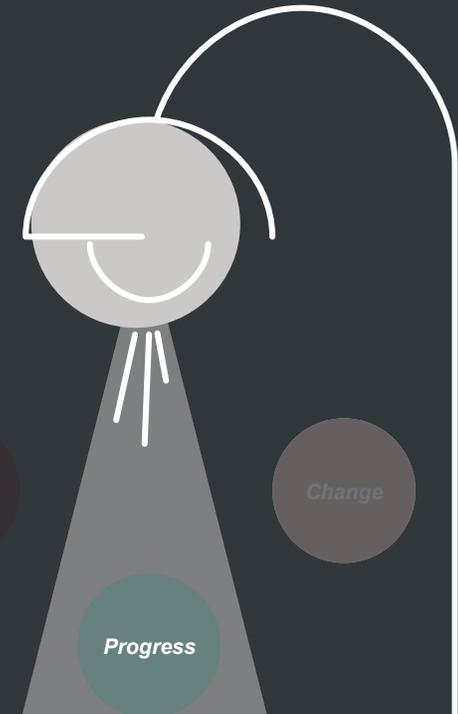
Inconsistent project controls, flow, and ways of working



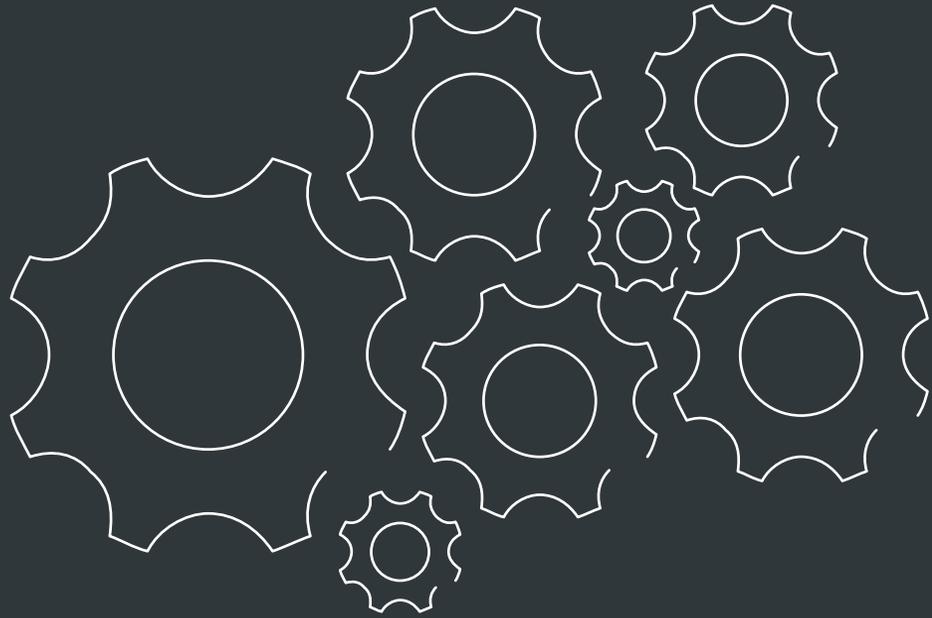
Insufficient stakeholder involvement and change management



Lack of active ownership and support from senior leadership



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

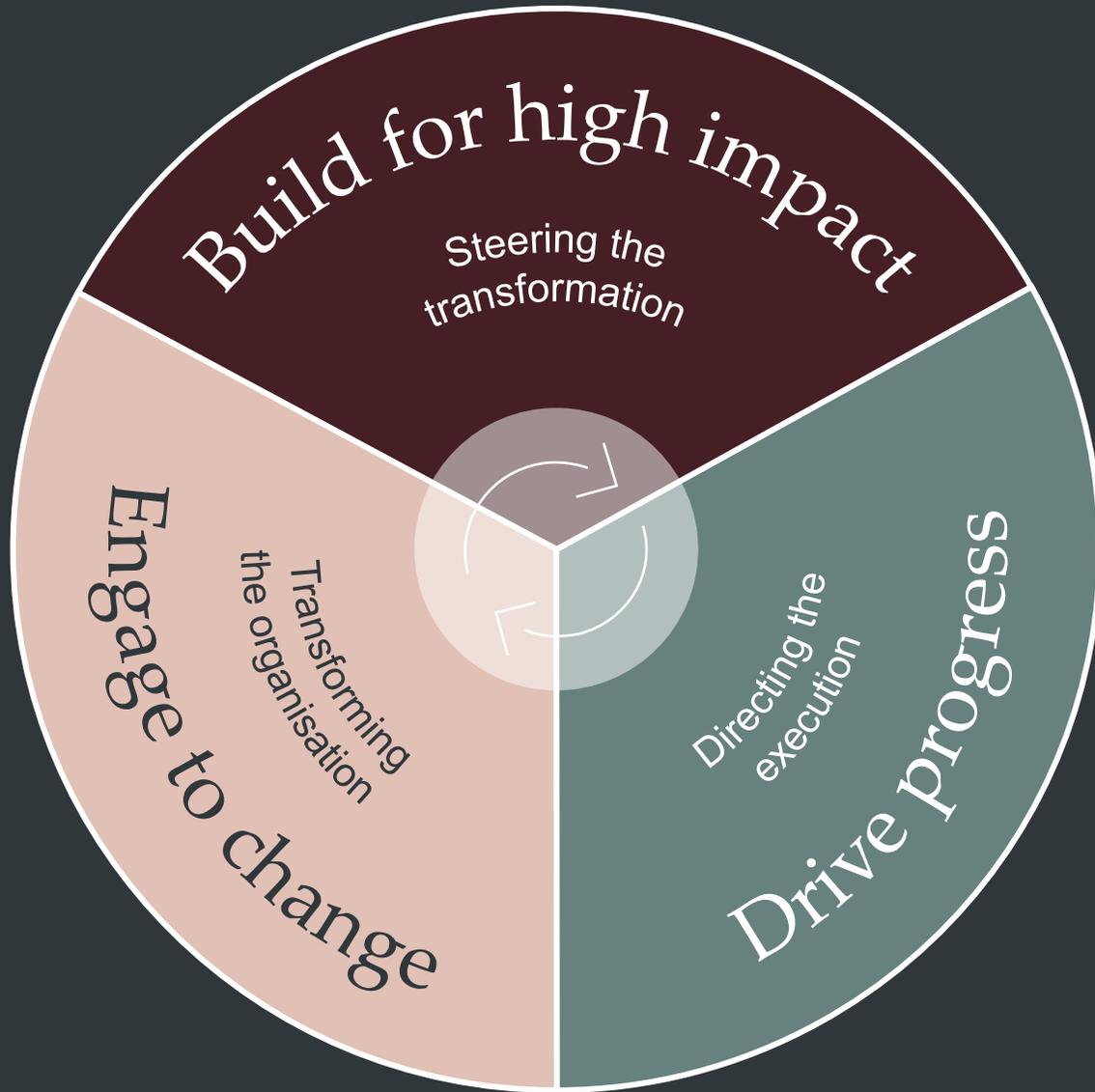
- Efficient execution and decision-making
- Accelerated learning and agility
- Improved coordination and collaboration



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

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

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

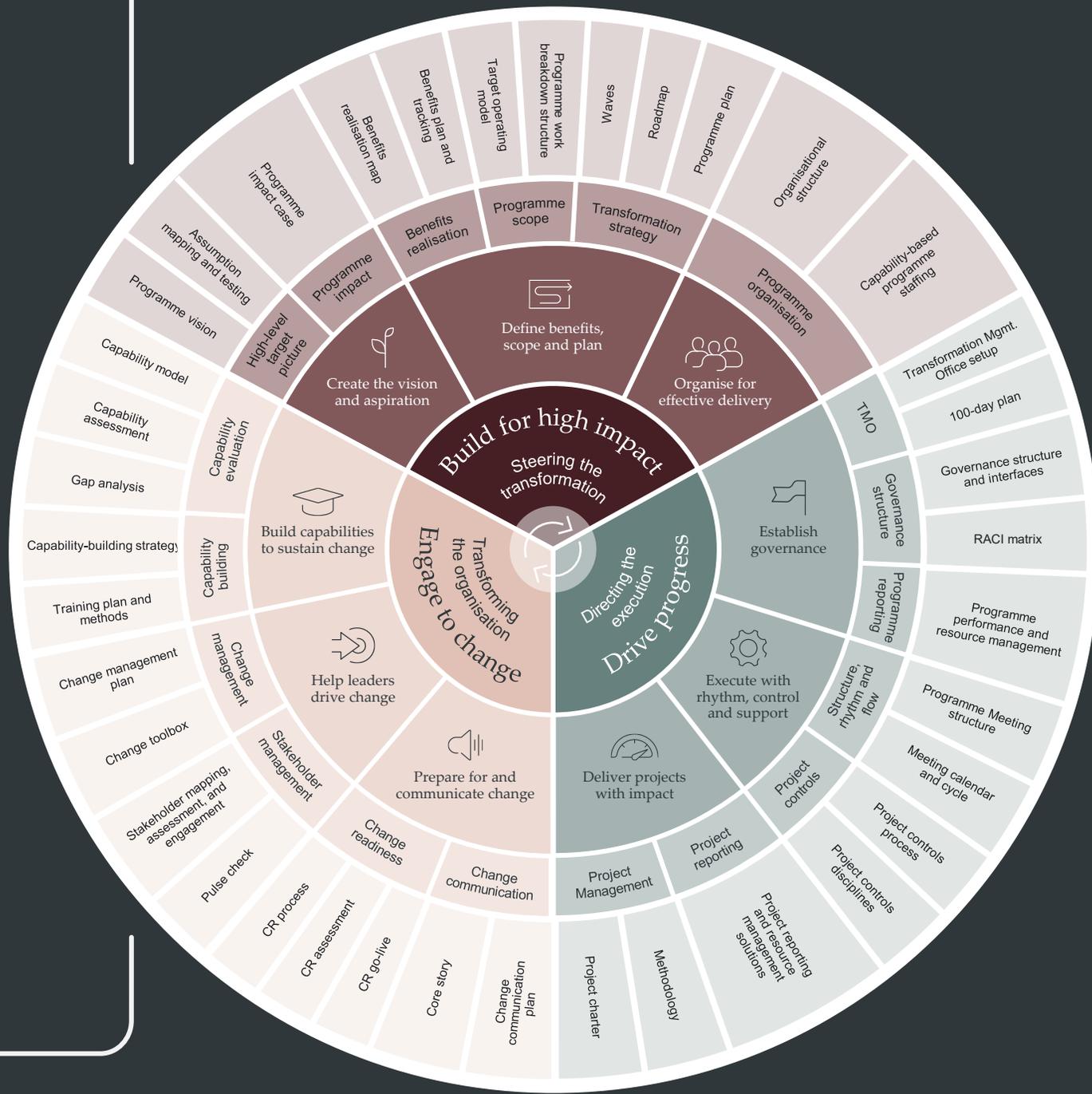
- craft a compelling vision with clear objects and goals for decision-making as well as the programme strategy and target operating model
- Carefully design the scope, benefits, and plan towards the desired end-state
- Design the organisation in a way that fosters collaboration and drives effective delivery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

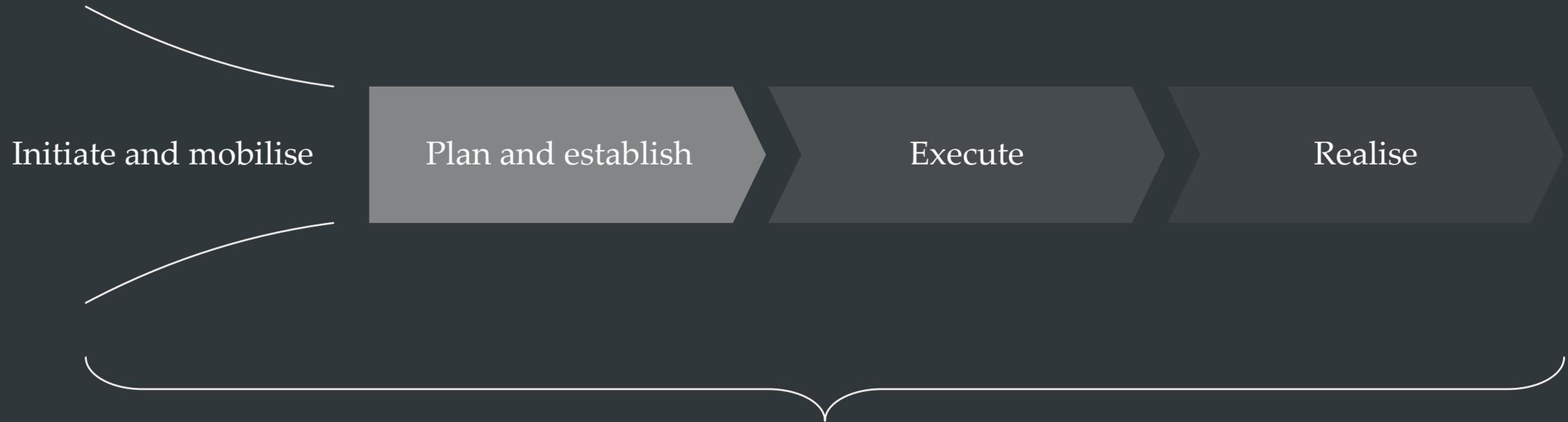


Methods, Tools, & Templates

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

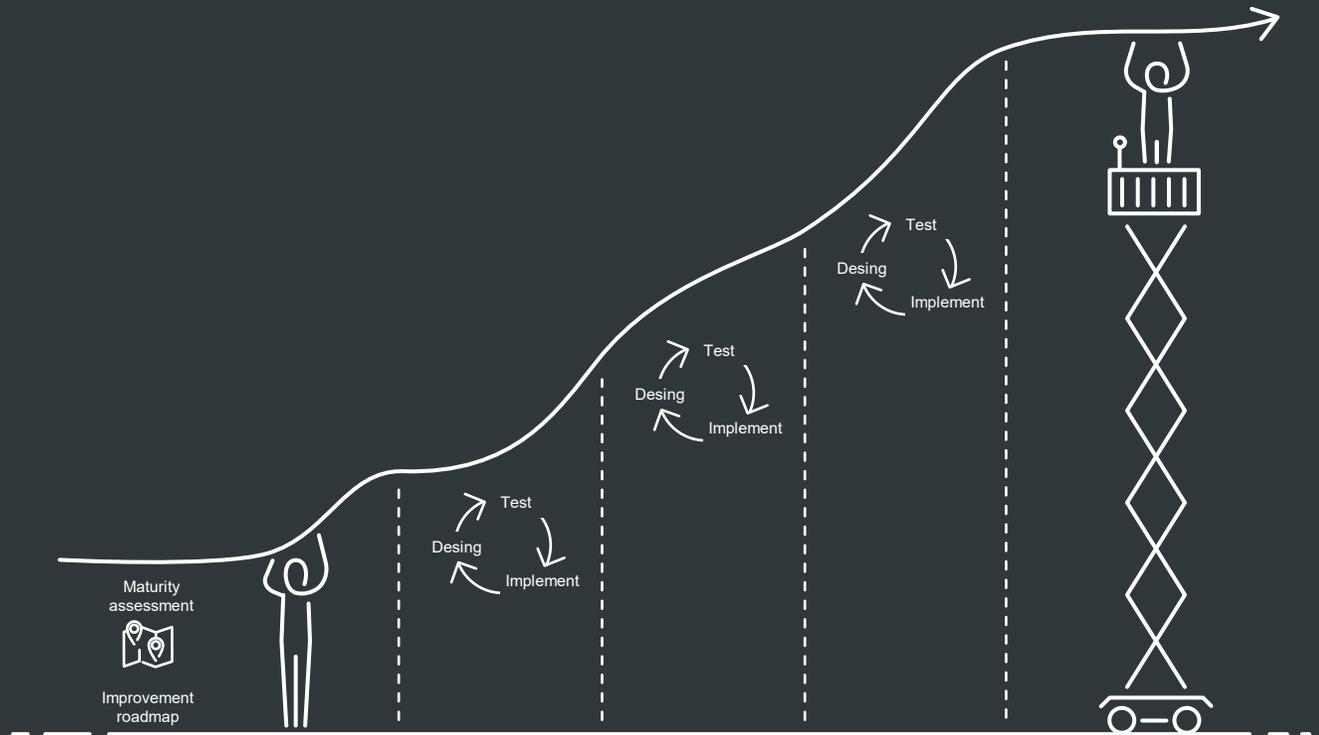


Course correction and improvement offices



Build transformation capabilities

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



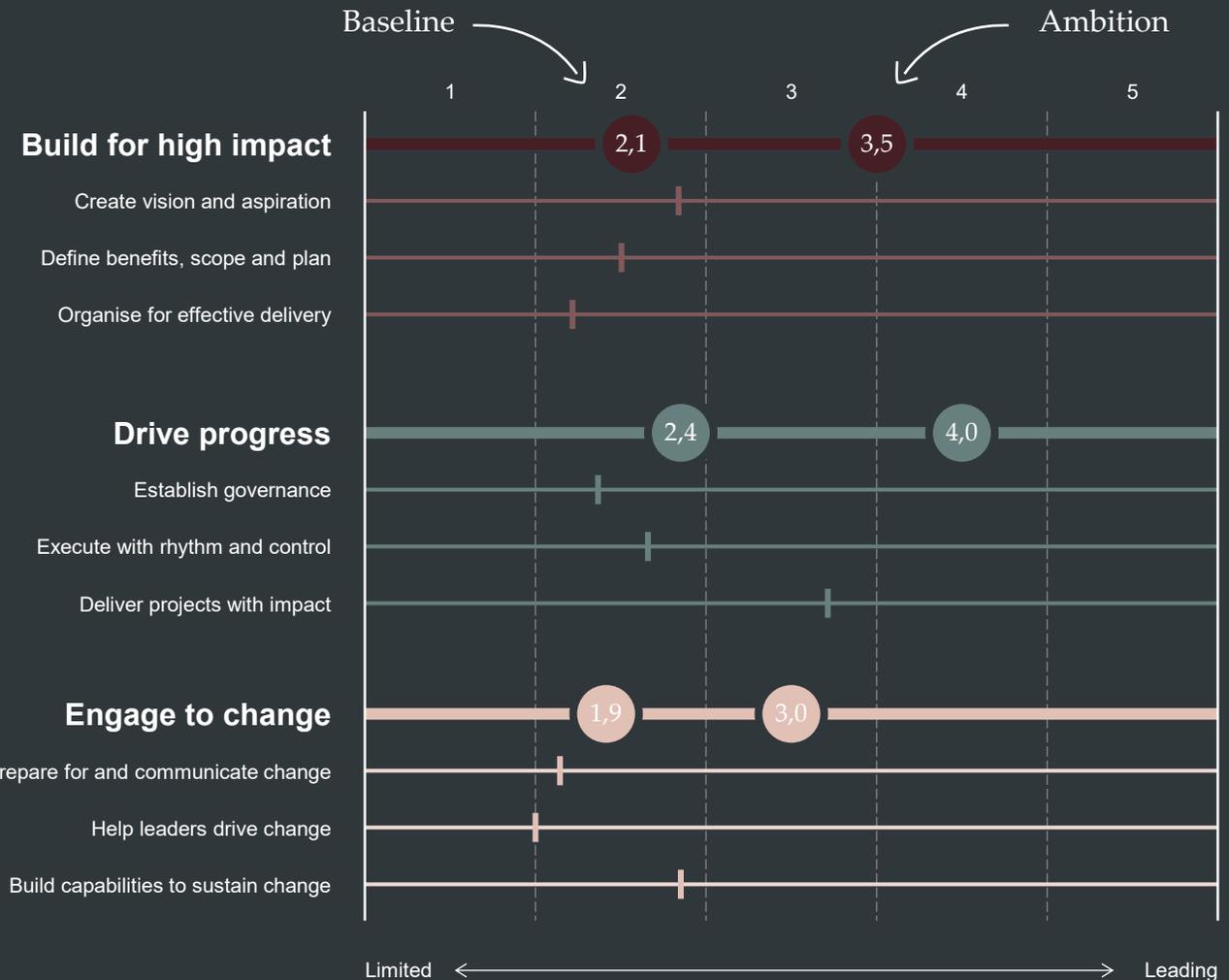
An in-depth understanding of how the programme is perceived across the organisation



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

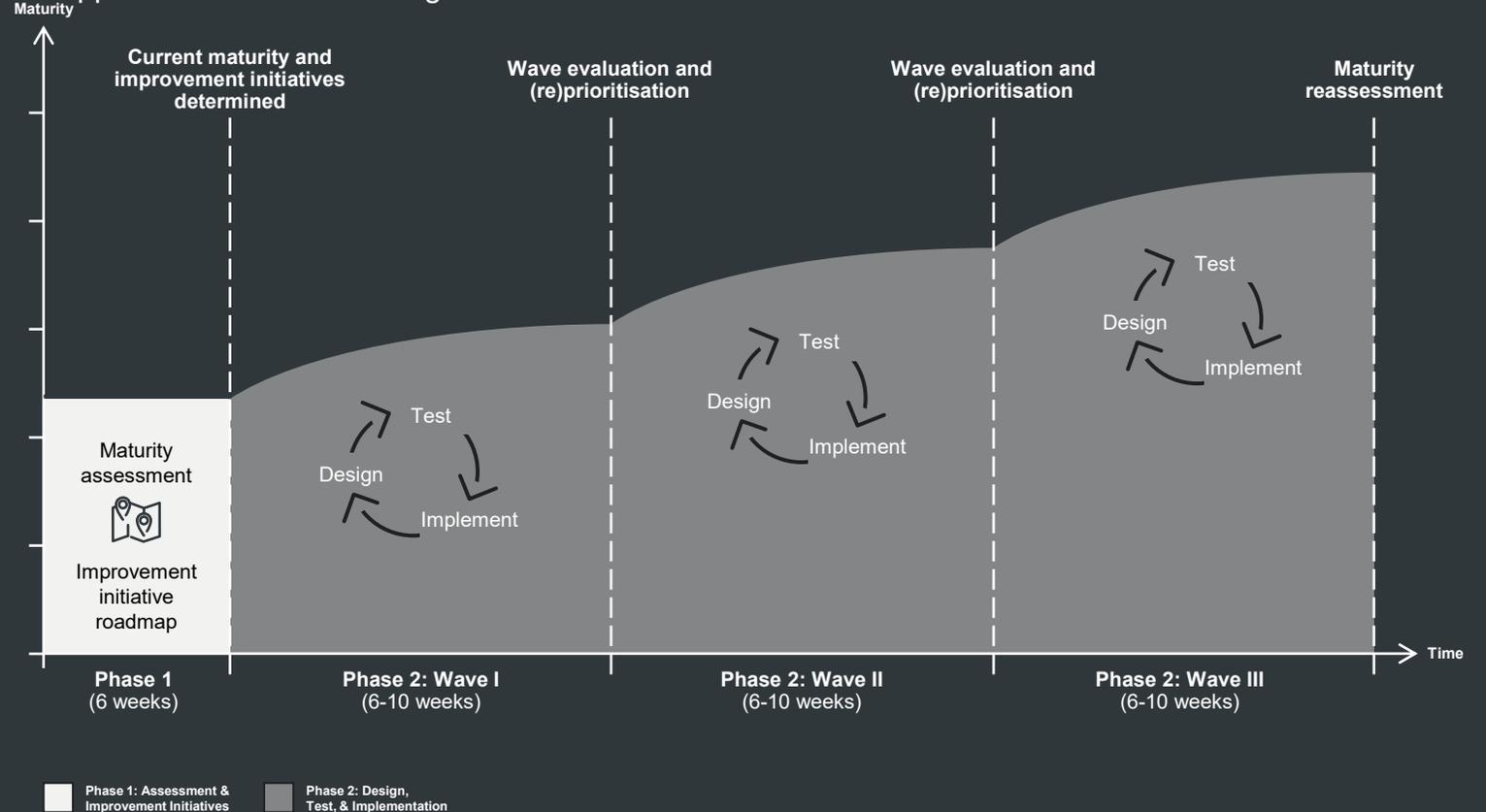
Drive Progress

- 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 sprints (6-10 weeks), 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 Transformation X-ray output combines qualitative and quantitative data in a comprehensive report supported by our interactive transformation dashboard

X-ray approach

Conducting a 360° maturity assessment allows for a comprehensive evaluation addressing all perspectives of the transformation programme. The collected information provides a holistic view of the status of the programme, helping to identify strengths, weaknesses, threats, and opportunities for improvement, ultimately leading to and ensuring a successful transformation.

The X-ray typically rely on four data sources:

- 

1 Interviews with key stakeholder
- 

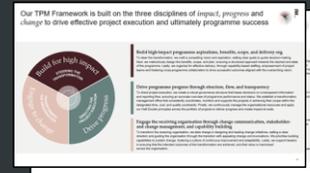
2 Review of existing methods and tools
- 

3 Analysis of existing project data
- 

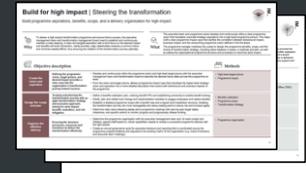
4 Survey of relevant representatives

Assessment foundation and output

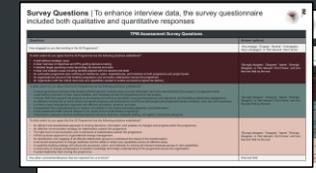
The Transformation X-ray is founded on our comprehensive TPM framework ensuring a 360° assessment of the transformation programme:



TPM Framework



Detailed descriptions of each dimension and objectives



Standardised interview guides and survey questions



Detailed scoring criteria for disciplines and objectives

The output of the Transformation X-ray is a comprehensive report including key findings and maturity scoring of the programme across the three main disciplines and the nine objectives, supported by an interactive transformation dashboard with all quantitative data:



Key findings and insights for each objective



Maturity score per discipline and objective



Interactive transformation dashboards with quantitative data



Roadmap with concrete improvement initiatives

The TPM X-ray process can be split into two phases starting with a light assessment providing quantitative insights for further validation

Light X-ray: 2 week

1

Set up survey

Set up the automated transformation survey in Microsoft Forms.

2

Select respondents

You identify and communicate to the relevant survey respondents in your transformations.

3

TPM Dashboard

We book a one-hour session to go through the survey results in our interactive TPM Dashboard and discuss potential next steps.



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: Light assessment

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.

Thank you! —



Casper Hansen
Connect with me on email or LinkedIn



CAHA@implement.dk



[CasperHansen94](#)