



# Global Summit 2023

## Are large-scale transformation initiatives doomed by default?

Session #352 handout

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#PMIGlobalSummit

# Introduction

This handout is complementary to the presentation “Are large-scale transformation initiatives doomed by default?”, presented at the PMI Global Summit 2023.

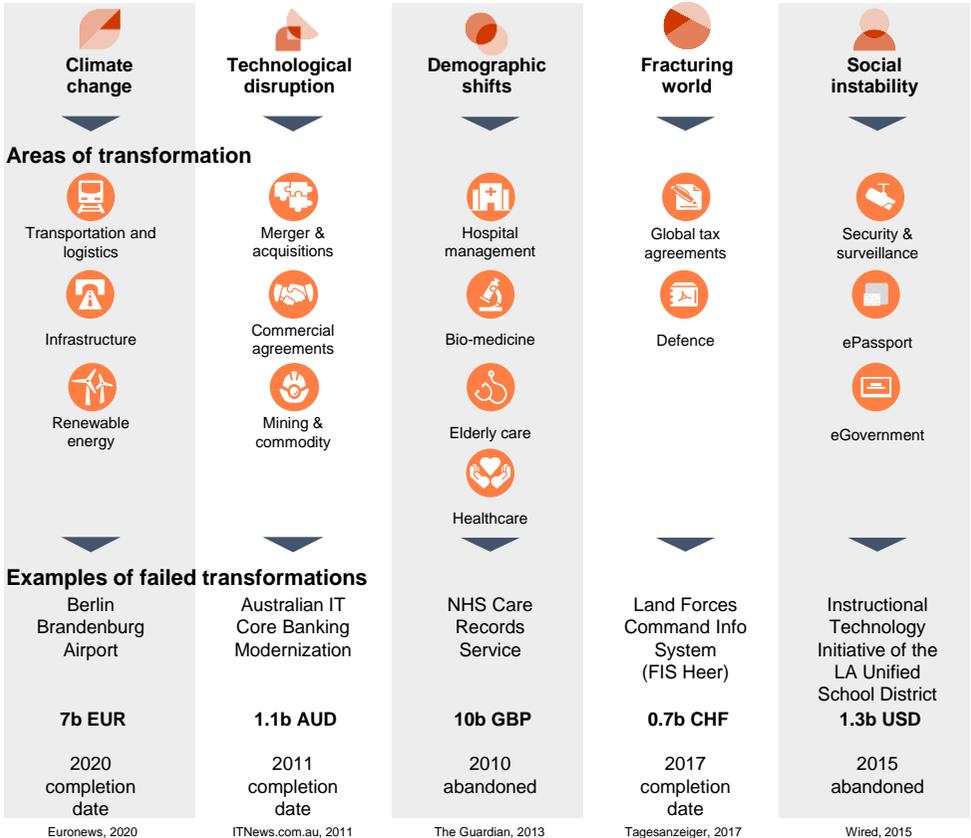
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# Large transformations are failing across industries

## Urgent global issues



# Transformation Failures



# Symptoms and root causes of transformation failures



Lack of methods

Unknown processes and technology

Complexity

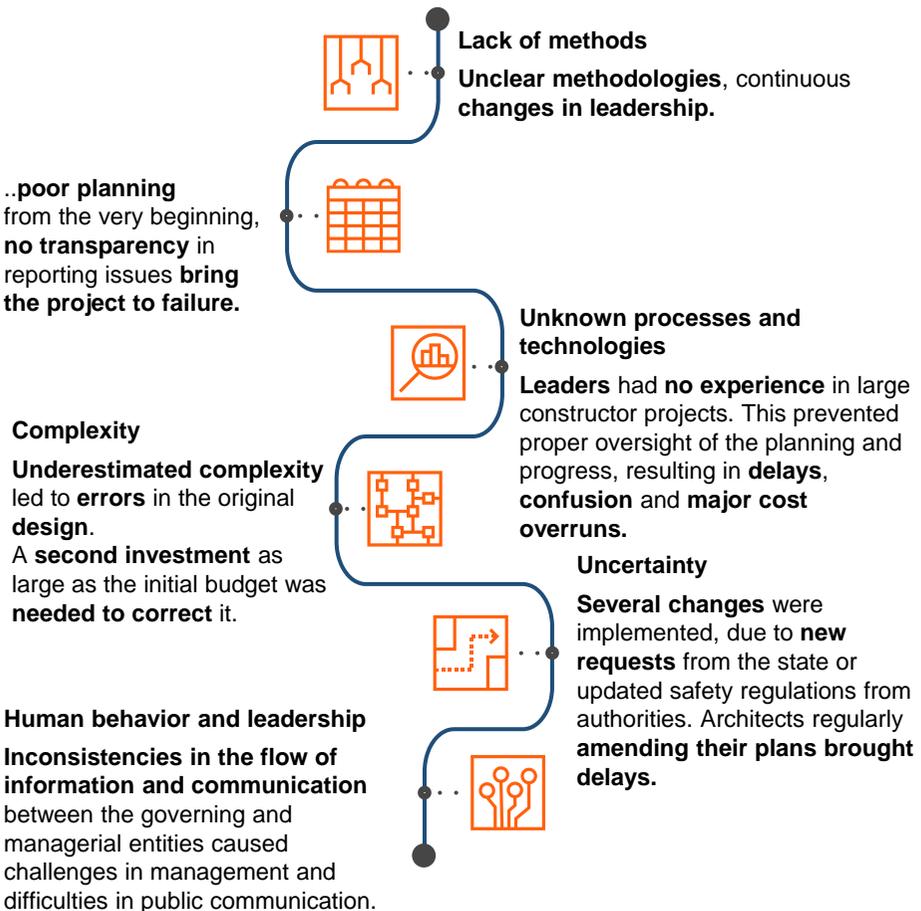
Uncertainty

Human behavior and leadership

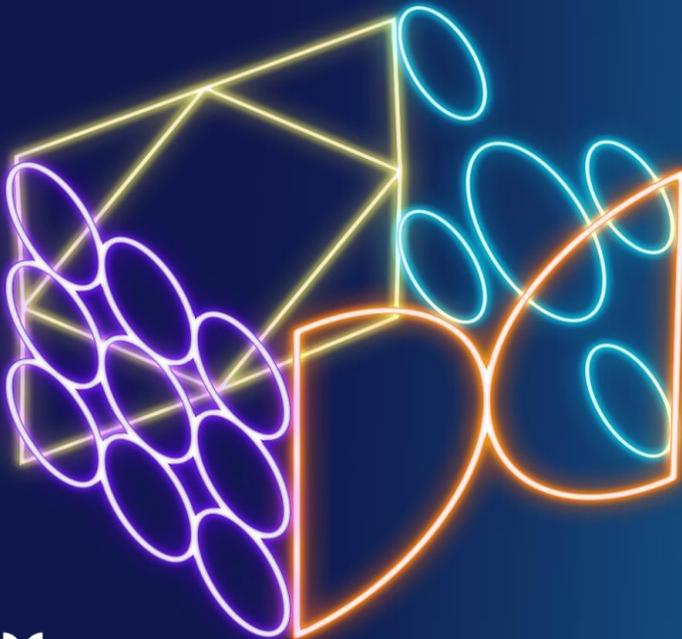
# Story of a transformation failure

## Case study: The City Airport

The City Airport (CA) was scheduled to open on a specific date but faced multiple delays. Prior to the planned opening, inspections revealed a significant number of defects, including safety issues, malfunctioning doors and structural problems. The airport's infrastructure, such as the wiring and lighting systems, was also found to be hazardous. The resolution of these issues took several years and involved changes in leadership.



# Checklist



# How to make your transformation initiative more successful

	Yes	No
<b>1. Appropriate use of methods</b>		
• Have the right project management methods been selected to identify symptoms and risks for transformation failure?	<input type="checkbox"/>	<input type="checkbox"/>
• Are program /project managers and sponsors committed to using the project management methods properly before and during the transformation?	<input type="checkbox"/>	<input type="checkbox"/>
• Have all hindrances to using the project management methods been properly removed by top management?	<input type="checkbox"/>	<input type="checkbox"/>
• Have the project management methods been properly mastered and adapted in line with the complexity of the transformation?	<input type="checkbox"/>	<input type="checkbox"/>
<b>2. Knowing your processes, products and technologies</b>		
• Has a clear vision been established for the transformation undertaking and have the outcomes been defined in a clear business case and benefits analysis?	<input type="checkbox"/>	<input type="checkbox"/>
• Has a clear target operating model been defined at a high level with regard to processes, products and technology, and has it been adapted in line with the vision for the transformation?	<input type="checkbox"/>	<input type="checkbox"/>
• Have the right vendors and technologies been evaluated and selected to support this vision?	<input type="checkbox"/>	<input type="checkbox"/>
• Have the high-level design requirements been defined and the minimum viable product aligned with key stakeholders?	<input type="checkbox"/>	<input type="checkbox"/>
<b>3. Manage the level of complexity</b>		
• Is the degree of complexity over the project life cycle clear and understood?	<input type="checkbox"/>	<input type="checkbox"/>
• Have the organizational and technological complexity been assessed according to the size, variety and interdependencies of the transformation as well as the contextual elements?	<input type="checkbox"/>	<input type="checkbox"/>
• Have processes and controls been sufficiently defined and formalized, and have they been implemented for the complexity level at hand?	<input type="checkbox"/>	<input type="checkbox"/>
• Have the interdependencies been clearly mapped out and tracked regularly for cause and effect?	<input type="checkbox"/>	<input type="checkbox"/>



# How to make your transformation initiative more successful

	Yes	No
<b>4. Manage the level of uncertainty</b>		
• Have the negative consequences of complexity been assessed and the level of uncertainty defined in accordance with the duration of tasks, the cost of deliverables, and any further important dimensions of the transformation that have been identified?	<input type="checkbox"/>	<input type="checkbox"/>
• Have alternatives been formulated and pre-planned as contingencies?	<input type="checkbox"/>	<input type="checkbox"/>
• Have strategies for unk-unks and high uncertainty been defined, e.g. parallel or sequential trials?	<input type="checkbox"/>	<input type="checkbox"/>
• Have sufficient buffers been put in place to deal with unk-unks, both in the budget and in the schedule?	<input type="checkbox"/>	<input type="checkbox"/>
<b>5. Utilize competent people</b>		
• Has a strong and experienced program/project leadership been selected to drive the transformation, with a clear focus on emotional intelligence?	<input type="checkbox"/>	<input type="checkbox"/>
• Does the program/project have the right skill mix and number of people over the whole transformation life cycle?	<input type="checkbox"/>	<input type="checkbox"/>
• Has a clear communication strategy been established from the beginning of the transformation to avoid any competing narratives with regard to the vision and goal of the transformation undertaking?	<input type="checkbox"/>	<input type="checkbox"/>
• Is the motivation of the project members maintained at a sufficiently high level?	<input type="checkbox"/>	<input type="checkbox"/>
• Are all members aware of the objectives and their own roles?	<input type="checkbox"/>	<input type="checkbox"/>

If you want to find out more, please follow the QR-code to our blog article and website.



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## Name

Why can't reality live up to the AI hype in project management?



## QR Code



How can we prevent project management from falling into the AI darkness?



AI will transform project management. Are you ready?



Rapid upskilling. The secret sauce for success in the project economy.



Can AGILE enable a full scope transformation approach and realise expected benefits more successfully?



# Thank you!

## Let's continue the conversation! Connect with us on LinkedIn!



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on their transformation promises

